

# **BROMSGROVE DISTRICT COUNCIL**

**Cabinet**

**10<sup>th</sup> December 2024**

## **Q2 Financial and Performance Report 2024/25**

Relevant Portfolio Holder	Councillor Colella – Portfolio Holder for Finance and Governance
Portfolio Holder Consulted	Yes
Relevant Head of Service	Debra Goodall
Report Authors	Head of Finance and Customer Services Debra.Goodall@bromsgroveandredditch.gov.uk Business Improvement Manager H.Mole@bromsgroveandredditch.gov.uk
Wards Affected	All Wards
Ward Councillor(s) consulted	No
Relevant Strategic Purpose(s)	All
Key Decision	

### **1. RECOMMENDATIONS**

The Cabinet is asked to RESOLVE that:

- 1) The current Revenue overspend position of £344k and actions the Council are taking to mitigate this position is noted.
- 2) The current Capital spending of £1.99m against a budget of £7.07m is noted.
- 3) The Ward Budget allocation position to date is 13 approved allocations at £5,759.
- 4) There is an updated procurements position set out in the appendix, with any new items over £200k to be included on the forward plan.
- 5) The Q2 Performance data for the Period July to September 2024 be noted.

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

- 6) Council approve the £40,000 from the Community Hub earmarked reserves be allocated to contribute to a Poverty Truth Commission in Bromsgrove.
- 7) That the Balance Sheet Monitoring Position for Q2 is noted – which is the Treasury Monitoring Report and required to be reported to Council.
- 8) The £50,000 is transferred to earmarked Reserves from the General Fund for Planning Appeal costs.

### **2. BACKGROUND**

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

- The Council's forecast outturn revenue monitoring position for 2024/25 based on data to the end of Quarter 2.

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- The position in respect of balance sheet monitoring as requested by the Audit, Governance and Standards Committee.
- The spending as of Q2 of Ward Budget Funds.
- The updated procurement pipeline of Council projects to be delivered over the next 12 months in order to properly plan for the delivery of these projects.
- The organisations performance against the strategic priorities outlined in the Council Plan Addendum, including operational measures to demonstrate how the council is delivering its services to customers.

### **3. DETAILED PERFORMANCE**

#### **Financial Performance**

- 3.1 As part of the monitoring process a detailed review has been undertaken to ensure that issues are considered, and significant savings and cost pressures are addressed. This report sets out, based on the position at the end of Quarter 2, the projected revenue outturn position for the 2024/25 financial year and explains key variances against budget.
- 3.2 The £12.5m full year revenue budget included in the table below is the budget that was approved by Council in April 2024.

<b>Service Description</b>	<b>2024-25 Approved Budget</b>	<b>2024-25 Approved Q2 Budget</b>	<b>Q2 Adjusted Spend</b>	<b>Q2 Budget Variance</b>	<b>Full Year Forecast</b>	<b>Full Year Budget Variance</b>
Business Transformation and Organisational Development	1,792,618	875,308	1,010,785	135,477	1,894,935	102,317
Community and Housing GF Services	1,159,987	579,993	328,431	-251,562	918,164	-241,823
Corporate Services	994,465	497,232	151,678	-345,554	1,112,949	118,484
Environmental Services	3,798,721	1,899,360	3,057,883	1,158,522	4,390,282	591,561
Financial and Customer Services	1,441,300	720,650	-1,823,513	-2,544,163	1,748,555	307,255
Legal, Democratic and Property Services	1,563,913	781,956	1,070,366	288,410	1,505,717	-58,195
Planning, Regeneration and Leisure Services	1,365,472	682,736	1,216,209	533,472	1,728,083	362,610
Regulatory Client	397,337	198,669	146,259	-52,410	578,970	181,633
Starting Well	0	0	29,747	29,747	0	0
<b>Grand Total</b>	<b>12,513,813</b>	<b>6,235,906</b>	<b>5,187,844</b>	<b>-1,048,062</b>	<b>13,877,655</b>	<b>1,363,842</b>
<b>Service Description</b>	<b>2024-25 Approved Budget</b>	<b>2024-25 Approved Q2 Budget</b>	<b>Q2 Adjusted Spend</b>	<b>Q2 Budget Variance</b>	<b>Full Year Forecast</b>	<b>Full Year Budget Variance</b>
Corporate Financing	-12,513,813	-6,331,906	-4,143,598	-1,096,526	-13,533,745	-1,019,932
<b>Grand Total</b>	<b>-12,513,813</b>	<b>-6,331,906</b>	<b>-4,143,598</b>	<b>-1,096,526</b>	<b>-13,533,745</b>	<b>-1,019,932</b>
<b>TOTALS</b>	<b>0</b>	<b>-96,001</b>	<b>1,044,246</b>	<b>-2,144,588</b>	<b>343,910</b>	<b>343,910</b>

#### *Budget Variances*

- 3.3 The draft position is set out in the above table. As this is expenditure at Q2 it is important to note that, at this stage in the financial year there are a number of instances where annual expenditure or accruals may distort the profiling as reflected in the Q2 actual.

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The above profiles have assumed support services and grant are adjusted to budgetary levels and accruals are netted out of the figures.

- 3.4 In addition to this, it is also important to note that the Council is yet to close its accounts for 2022/23 and 2023/24 financial years. This could therefore result in adjustments to the actual expenditure/income and forecast outturn positions as reported in the table above. Further updates will be provided to Members throughout the financial year (this work is being led by the Audit Standards and Governance Committee).
- 3.5 Overall, the Council is currently forecasting a full year revenue overspend of £344k at Quarter 2. This is mainly due to the additional fleet costs described below and also the pay award yet to be ratified. This position will continue to be reviewed particularly given the impact of the increasing costs linked to inflation and further updates will be provided to Councillors throughout 2024/25. This includes service projections as follows:

## **Business Transformation £102k overspend**

Within Business Transformation & Organisational Development there is an overspend due to £32k on professional fees on Commercialism, shared service recharges in Business Transformation and Policy amounting to £92k, offset by salary savings within Equalities of £22k.

## **Community and Housing GF Services £242k underspend**

Within Community and Housing GF Services there is a projected underspend due to additional grants received (342k) offset by expenditure on professional fees (£22k) temporary accommodation (£78k).

## **Corporate Services £118k overspend**

There are a number of variances within Corporate Services:

- Overspend in Communications of £21k on salaries
- A saving in Libraries of £50k
- An overspend of £33k on external audit fees within Corporate Expenses
- An underspend of £32k on professional fees and charges in Treasury Management and Bank Fees
- An overspend of £146k due to council pension costs.

## **Environmental Services £592k overspend**

Within Environmental Services there are a number of variances as detailed below:

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- Bromsgrove Domestic Waste Collection service is forecast to overspend by £447k due to additional staff and agency costs of £190k, vehicle hire of £165k and fleet maintenance of £92k.
- Bromsgrove Place Teams is forecast to overspend by £226k due to additional staff and agency costs of £179k, redundancy fees of £18k, insurance £9k and an income shortfall of £20k on bulky waste.
- Car Parking is forecast to have reduced income of £136k income, electricity and business rates are overspending by £24k plus consultancy fees of £72k.
- There is a significant increase in income in Cesspool Emptying (£116k) linked to new contracted work on behalf of Solihull Council.
- Tree Team is showing savings of £131k on salaries due to vacant posts.
- There is an increase of £66k in shared service recharges.

## **Financial and Customer Services £307k overspend**

Within Finance and Customer Services there are overspends in Finance due to agency staff amounting to £290k together with £17k in unachieved efficiency savings within Customer Services.

## **Legal, Democratic and Property Services £58k underspend**

Legal, Democratic and Property Services are forecast to underspend £58k due to additional elections income of £260k, offset by £191k in general expenditure including postage, printing and photocopying. There is an underspend of £49k in Legal due to vacancies. Offset against this are overspends on Artrix of £47k due maintenance and electricity, salaries with Registration of £13k.

## **Planning, Regeneration and Leisure Services £363k overspend**

Within Planning, Regeneration and Leisure Services there are a number of variances:

- Building Control income is forecast to exceed budget by £113k
- Development Management is forecast below budget at £20k
- Sports Development is overspending by £59k due to agency costs
- Arts Projects are overspending by £12k due to professional fees
- There are additional UKSPF costs amounting to £385k.

## **Regulatory Client £182k overspend**

Within Regulatory Client, there is an overspend due to Envirocrime and Planning Enforcement (£173k). This overspend will be rectified in Q3 by actioning virements from Planning and Environment Services which will move the overspend to those services as

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agreed by Council. There is a projected shortfall in taxi licensing income (£29k) while there is additional BDC income recharge for support services to WRS amounting to £19k.

- 3.6 The above overspends (£1.364m) are offset by additional income (£1.02m) in Corporate Financing from additional grant income together with increased investment interest receivable and lower interest payable.

### 3.7 Cash Management

#### Borrowing

- As of the 30th September 2024, there was no short-term borrowings. The Council has no long-term borrowings.

#### Investments

- On 30<sup>th</sup> September 2024 there were £4.5m short-term investments held.

### Capital Monitoring

- 3.8 A capital programme of £7.1m was approved in the Budget for 2024/25 in April 2024. This has been fully reviewed as part of the MTFP using actual data as at the end of December 2023. The table below and detail in **Appendix A** set out the Capital Programme schemes that are approved for the MTFP time horizon.
- 3.9 Many of these schemes are already in partial delivery in the 2024/25 financial year. By approving this list, the Council also agreed sums not spent in 2023/24 (and 2022/23 by default if schemes originated earlier than 2023/24 as sums have been carried forward through to the 2023/24 MTFP Report) to be carried forward into 2024/25. The table also splits amounts by funding source, Council or third party.

Year	Total Programme	Council Funded	Grant Funded
2024/5	7,069,671	4,334,500	2,735,171
2025/6	4,516,377	3,716,377	800,000
2026/7	2,558,000	1,758,000	800,000
2027/8	6,658,000	5,858,000	800,000
2028/9	1,879,000	1,079,000	800,000

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

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- The two Levelling Up schemes – Old Fire Station and Market which are funded via £14.5m of Government Funding, and the Council is funding £1.6m of works.
  - With Market Hall, the Council agreed the final works contract with Kier in October. A report went to Cabinet in September to approve the overall budget for the works. The Council do have a 6-month extension until the 30<sup>th</sup> September 2025 to “spend” government funding on this project. After this point it will become the Council’s responsibility for the payment.
  - The Windsor Street demolition tender has been awarded to City Demolition and they are now on site starting the demolition process.
  - Public Realm work is under way and expected to be completed before the end of the calendar year.

The report in September set out that there will be an overspend position on the overall projects of circa £1.1m although there is scope to bring this down by £300-£500k. To mitigate this position the Council can either fund through debt financing or use other potential funding routes. One of these is the former GBSLEP. The Council can claim up to £2.45m although this will require the final costs as a complete application process needs to be followed.

- UK Shared Prosperity Schemes totalling £2.8m (although it should be noted that these grants funded schemes are a mix of capital and revenue) need to be completely spend by the end of the 2024/5 financial year.

3.11 The outturn spend is £1.994m against a capital budget totalling £7.069m and is detailed in Appendix A. It should be noted that as per the budget decision carry forwards of £7.166m will be rolled forward from 2023/24 into 2024/25 to take account of slippage from 2023/24.

## **Earmarked Reserves**

- 3.12 The updated position, taking account of the now submitted draft accounts for 2020/21 and 2021/22 as well as the reported outturn positions for 2022/23 and 2023/4 are set out in **Appendix B**. As part of the MTFP all reserves were thoroughly reviewed for their requirement and additional reserves set up for inflationary pressures such as utility increases. At the 30th June 2024, the Council holds £10.867m of Earmarked Reserves.
- 3.13 The Bromsgrove Partnership has agreed to progress a Poverty Truth Commission (PTC) in Bromsgrove **District**. A PTC works with residents who have experience of poverty, and directly involves them in decision making
- 3.14 The first task is to recruit approximately 15 community **commissioners** willing to share their experience and be part of the commission. This group **will** meet regularly for about 6 months to build relationships, share their experiences and wisdom, and prepare to

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engage in the commission. Only once they are a strong enough community, do the civic and business commissioners join in. A Poverty Truth Commission focusses on learning together about the causes and symptoms of poverty. It encourages change within the organisations and communities that the commissioners come from.

- 3.15 At the Bromsgrove Partnership, offers of support were given from partners, including offers of financial contribution from Public Health and West Mercia Police. NewStarts are also looking at other funding streams including from the Poverty Truth Network, National Lottery and Joseph Rowntree Fund. It is proposed that the work would be over a 3 year period, with the last 12 months implementing what has been heard that needs to change and embed. The work will require Facilitators and would build on the work of the Asset Based Community Development initiative.
- 3.16 Cabinet are asked to consider allocating £40,000 from the earmarked reserves to support community hubs (following the recent allocation to support Cost of Living initiatives there is £50,000 remaining in this reserve. The Poverty Truth Network, which offers free support to Poverty Truth Commissions, advises the total cost will be around £120,000 to £150,000 over that period – and it is proposed that this is funded approximately a third by the Council, a third from other partners and a third via VCS funding bids. A PTC is operating in Malvern Hills District Council, with a £50k contribution from the Council.
- 3.17 In addition, there have been a number of planning decisions where applicants have successfully appealed against Planning Decisions. IT is proposed that £50,000 is transferred from the General Fund to a specific Earmarked Reserve for this purpose.

## **Ward Budgets**

- 3.18 This report is the first quarterly report to show what has been spent to date on Ward budgets. Each Ward Member has £2,000 to spend on Ward Initiatives subject to the rules of the Scheme which were approved by Council in February. To date, there have been 13 approved applications totalling £5,579. This year's funding allocations must be spent by the 31<sup>st</sup> March. Full detail is set out in **Appendix C**.

## **Balance Sheet Monitoring Position**

- 3.19 There has been the request from Audit Committee that the Council include Balance Sheet Monitoring as part of this report.
- 3.20 This initial balance sheet reporting is set out as the Q2 Treasury Report which is attached as **Appendix D**. This report sets out the Council's debt and borrowing position for Q2 2024/5. Included in this is how the Council is using its working capital as well as measurement of the Council's Prudential Indicators. It should be noted that one indicator is not compliant. This was a short term loan between Redditch and Bromsgrove undertaken at year end which was repaid at the start of Quarter 2 2024/5. As reporting on

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the half yearly treasury position is a Statutory Requirement, this appendix will need to be noted and approved that Council note the position

## **Procurement Pipeline**

3.21 The Procurement pipeline is shown in **Appendix E**. The Council's Procurement Pipeline includes details of contracts expected to be reprocured and new procurement projects expected to be undertaken in the future. Those happening in the next 12 months will need to be within the next 12 Months and over £200k will need to be put on the forward Plan. The pipeline will be refreshed quarterly.

- There are 16 contracts between the old threshold of £50k and the new threshold of £200k.
- There are 7 contracts that are over the key decision threshold of £200k
- There are no new contracts procured by Redditch Bromsgrove on behalf of Bromsgrove.

## **Performance**

3.22 The first section of this report shows the organisations performance against the strategic priorities outlined in the Council Plan Addendum. Additional comments and updates have been provided for the success measures to explain progress/activity. The final section of the report includes some operational measures to demonstrate how the council is delivering its services to customers. This is Quarter 2 of a new financial year, and as this year moves forward these indicators will link to business plans and the requirements of the new Council Plan which was approved at Cabinet and Council in July.

3.23 The process of performance reporting will develop iteratively; however, this document is a snapshot in time and very much a temperature check of the organisation, the layout comprises:

- Strategic Priorities – success measures
- Operational Measures – by service area
- Financial Data (separate report on this occasion)
- Corporate Projects (by exception)

These measures are the same as what was reported in the 2023/4 financial year and are shown in **Appendix F**.

3.24 New performance indicators required by the Council Plan approved in July are set out in **Appendix G** for reference. These will be incorporated into the Q3 Performance Report along with updated performance measures from departmental business plans.

## **4. Legal Implications**

4.1 No Legal implications have been identified.

## **5. Strategic Purpose Implications**

### **Relevant Strategic Purpose**



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

## **Climate Change Implications**

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

## **6. Other Implications**

### **Customer / Equalities and Diversity Implications**

- 6.1 None as a direct result of this report.

### **Operational Implications**

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

## **7. RISK MANAGEMENT**

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

## **8. APPENDENCES**

Appendix A – Capital Outturn  
Appendix B – Reserves Position  
Appendix C – Ward Budget Position  
Appendix D – Treasury Management Position  
Appendix E – Procurement Pipeline  
Appendix F – Performance Indicators  
Appendix G – Performance Indicators linked to the New Corporate Plan.

## **AUTHOR OF REPORT**

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## Appendix A - Capital Outturn

Cap Proj	Description	2023/24 Total £	23/24 Spend £	diff	2024/25 Total (Original) £	2024/25 Total (incl C/F'r) £	24/25 Spend £
<b>Large Schemes</b>							
<b>Levelling Up Fund</b>							
200072	- Market Hall	7,563,360	428,395	7,134,965	0	7,134,965	1,921,799
200073	- Ex-Fire Station/Windrar Street	805,133	15,592	789,541	0	789,541	77,300
<b>UK Shared Prosperity</b>							
200086	- Remainder (to be allocated)	680,988	73,987	607,001	1,784,215	2,391,216	0
<b>Other Schemes</b>							
200006	Burcot Lane	0	927,642	-927,642	0	-927,642	-915,914
200008	Funding for DFGr	913,000	842,776	70,224	913,000	983,224	567,033
200009	Home Repair Assistance	50,000	-19,690	69,690	50,000	119,690	0
200010	Energy Efficiency Installation	0	0	0	110,000	110,000	0
200015	Cemetery Extension infrastructure at North	0	0	0	0	0	0
200016	New Finance Enterprise system	0	0	0	20,000	20,000	0
200017	OLEV ULEV Taxi infrastructure scheme	0	0	0	0	0	0
200019	Fleet Replacement new line	441,000	865,561	-424,561			
200019	Fleet Replacement new line	0	0	9,400	3,090,000	3,099,400	13,860
200022	Replacement Parking Machines	96,000	212,270	-116,270	125,000	8,730	85,003
200026	Rubery Redevelopment works			0			
200026	Rubery Redevelopment Works	0	0	0	0	0	821
200030	Wheellie Bin Purchase	55,000	188,195	-48,195	60,000	11,805	88,772
200033	Bus Shelters	0	0	0	18,000	0	19,180
200044	Salix	0	0	0	0	0	0
200045	Greener Homes	0	197,505	-197,505	0	-197,505	6,125
200069	Circa Network Update	11,574	0	11,574	0	11,574	0
200070	Server Replacement	2,000	93,201	-91,201	177,500	86,299	0
200071	Laptop Refresh	25,000	11,542	13,458	150,000	163,458	18,352
200074	Install Solar panel and Upgrade lighting	0	24,707	-24,707	0	0	0
200075	Sanders Park	0	33,027	-33,027	0	-33,027	8,550
200076	Play Area, POS and Sport improvements at Lickey End	0	8,842	-8,842	37,956	29,114	30,000
200079	Footpaths	75,000	75,408	-408	75,000	74,592	54,926
200082	New Digital Service	33,668	0	33,668	0	33,668	0
200100	Movement of ICT Cyber Capital Works Forward	50,000	0	50,000	-50,000	0	0
200104	Building	100,000	0	100,000	100,000	200,000	780
200105	Initial Play Audit Requirements	87,000	0	87,000	364,000	451,000	0
200106	New ongoing Cyber security budget	0	0	0	25,000	25,000	0
200107	Arrix - Landlord Obligations	0	0	0	20,000	20,000	17,587
n/a	Wild Flower Machinery	62,000	0	62,000	0	62,000	0
<b>Total</b>		<b>11,959,723</b>	<b>3,978,969</b>	<b>7,980,754</b>	<b>7,969,671</b>	<b>14,667,192</b>	<b>1,994,174</b>

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## Appendix B - Earmarked Reserves

	Balance at 31/3/20	Transfers In 2020/21	Transfers Out 2020/21	Balance at 31/3/21	Transfers In 2021/22	Transfers out 2021/22	Balance at 31/3/22	Transfers In 2022/23	Transfers out 2022/23	Re-baseline 2022/23	Balance at 31/3/23	Transfers in 2023/24	Transfers out 2023/24	Balance at 31/3/24	Transfers in 2024/25	Transfers out 2024/25	Balance at 31/3/25	Transfers in 2025/26	Transfers out 2025/26	Balance at 31/3/26	Transfers in 2026/27	Transfers out 2026/27	Balance at 31/3/27
	£000	£000	£000	£000																			
<b>General Fund Reserve</b>	<b>4,402</b>	<b>50</b>		<b>4,452</b>	<b>297</b>		<b>4,749</b>		<b>(956)</b>	<b>2,682</b>	<b>6,475</b>	<b>351</b>	<b>(854)</b>	<b>5,972</b>	<b>702</b>	<b>(337)</b>	<b>6,337</b>		<b>(8)</b>	<b>6,329</b>		<b>(7)</b>	<b>6,322</b>
<b>General Fund Earmarked Reserves:</b>																							
Building Control Other	7	0	0	7	0	0	7			(7)	0			0			0			0			0
Building Control Partnerships	63	34	(21)	62	0	0	62				62			62			62			62			62
Commercialism	10	0	(15)	0	0	0	0				0			0			0			0			0
Community Services	41	251	(23)	271	0	0	271				271			146		(125)	146			21			21
Economic Regeneration	1,343	157	(152)	1,348	0	0	1,348			(600)	748	50		798			798			798			798
Election Services	96	5	(50)	51	0	0	51				51			51			51			51			51
Environmental Services	2	47	0	49	0	(22)	27				27			27			27			27			27
Financial Services	3,146	1,298	0	4,444	320	(60)	4,705		(150)	(1,411)	3,144	638		3,782			3,782			3,782			3,782
Housing Schemes	476	157	(145)	488	433	(57)	864	75			939			939			939			939			939
Human Resources								75			75			75			75			75			197
IT Systems	204	0	(7)	197	0	0	197				197			197			197			197			197
Leisure/Community Safety	291	160	(12)	330	72	(25)	351				351			151			151			151			151
Local Neighbourhood Partnerships	18	0	0	18	0	0	18				18			18			18			18			18
Other	116	0	(7)	109	0	(4)	105			(64)	3			3			3			3			3
Planning & Regeneration	108	25	0	133	0	0	133				133			133			133			133			133
Regulatory Services (Partner Share)	34	6	0	40	27	0	73				73			73			73			73			73
Shared Services (Sewerage Costs)	311	0	0	311	0	0	311				1,053			1,053			1,053			1,053			1,053
Utilities Reserve														702		(702)	0			0			0
Regeneration Reserve															150		150			150			150
Ward Budget Initiative															234	(78)	156		(78)	78			78
Covid-19 (General Covid Grant)	0	756	0	756	0	0	756			(756)	0			0			0			0			0
Covid-19 Sales Fees and Charges											(576)	(576)		(576)			(576)			(576)			(576)
Covid-19 (Collection Fund)	0	4,789	0	4,789	0	0	4,789				4,789			4,789			4,789			4,789			4,789
<b>Total General Fund</b>	<b>6,263</b>	<b>7,702</b>	<b>(634)</b>	<b>13,437</b>	<b>852</b>	<b>(431)</b>	<b>13,858</b>	<b>150</b>	<b>(150)</b>	<b>0</b>	<b>11,176</b>	<b>688</b>	<b>(476)</b>	<b>11,388</b>	<b>384</b>	<b>(905)</b>	<b>10,867</b>	<b>0</b>	<b>(78)</b>	<b>10,789</b>	<b>0</b>	<b>(78)</b>	<b>10,636</b>

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### Appendix C - Ward Budget Spending Q2 - Funds Allocated

Councillor	Application	Amount £
Cllr Sam Ammar	BDHT - Activity	350.00
Cllr Alan Bailes	The Feeding Trust - New sign	400.00
Cllr Anita Dale	Books for Lickey Hills Primary School, The Wendy House Day Nursery Blackwell Montessori Nursery	114.00
Cllr Esther Gray	Rubery in Bloom - Flower Boxes	200.00
Cllr Peter McDonald	Rubery in Bloom - Flower Boxes	200.00
Cllr Peter McDonald	Stroke Group - Boat Trip	295.00
Cllr Shirley Webb	Catshill in Bloom - Catshill Community Events	2000.00
Cllr Sam Ammar	Unity Sport Club - Football kits	580.00
Cllr Peter McDonald	Rubery Judo Club - Equipment	300.00
Cllr Esther Gray	Rubery Library - New Carpet for Children area	300.00
Cllr Rob Hunter	North Worcestershire Autism Parents Support Group	420.00
Cllr Peter McDonald	Rubery Swop Shop	300.00
Cllr Esther Gray	Rubery Swop Shop	300.00

**Appendix D - Treasury Management Position**

**1. SUMMARY**

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

**2. RECOMMENDATIONS**

**Cabinet are asked to:**

- **Note the Council's Treasury performance for Q2 of the financial year 24/25.**
- **Note the position in relation to the Council's Prudential indicators.**

**3. BACKGROUND**

**Introduction**

- 3.1 The Authority has adopted the Chartered Institute of Public Finance and Accountancy's *Treasury Management in the Public Services: Code of Practice* (the CIPFA Code) which requires the Authority to approve, as a minimum, treasury management semi-annual and annual outturn reports.
- 3.2 This half yearly report provides an additional update and includes the requirement in the 2021 Code of quarterly reporting of the treasury management prudential indicators. The non-treasury prudential indicators are incorporated in the Authority's normal quarterly revenue report.

**External Context**

- 3.3 **Economic background:** UK headline consumer price inflation remained around the Bank of England (BoE) target later in the period, falling from an annual rate of 3.2% in March to 2.0% in May and then rebounding marginally to June to 2.2% in July and August, as was expected, due to base effects from energy prices. Core and services price inflation remained higher at 3.6% and 5.6% respectively in August.
- 3.4 The UK economy continued to expand over the period, albeit slowing from the 0.7% gain in the first calendar quarter to 0.5% (downwardly revised from 0.6%) in the second. Of the monthly figures, the economy was estimated to have registered no growth in July.
- 3.5 Labour market data was slightly better from a policymaker perspective, showing an easing in the tightness of the job market, with inactivity rates and vacancies declining. However, a degree of uncertainty remains given ongoing issues around the data collected for the

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labour force survey by the Office for National Statistics. Figures for the three months to July showed the unemployment rate fell to 4.1% (3mth/year) from 4.4% in the previous three-month period while the employment rate rose to 74.8% from 74.3%.

- 3.6 Over the same period average regular earnings (excluding bonuses) was 5.1%, down from 5.4% in the earlier period, and total earnings (including bonuses) was 4.0% (this figure was impacted by one-off payments made to NHS staff and civil servants in June and July 2023). Adjusting for inflation, real regular pay rose by 2.2% in May to July and total pay by 1.1%.
- 3.7 With headline inflation lower, the BoE cut Bank Rate from 5.25% to 5.00% at the August Monetary Policy Committee (MPC) meeting. The decision was finely balanced, voted by a 5-4 majority with four members preferring to hold at 5.25%. At the September MPC meeting, committee members voted 8-1 for no change at 5.00%, with the lone dissenter preferring Bank Rate to be cut again to 4.75%. The meeting minutes and vote suggested a reasonably hawkish tilt to rates, with sticky inflation remaining a concern among policymakers.
- 3.8 The latest BoE Monetary Policy Report, published in August, showed policymakers expected GDP growth to continue expanding during 2024 before falling back and moderating from 2025 to 2027. Unemployment was forecast to stay around 4.5% while inflation was shown picking up in the latter part of 2024 as the previous years' energy price declines fell out of the figures before slipping below the 2% target in 2025 and remaining there until early 2027.
- 3.9 Arlingclose, the authority's treasury adviser, maintained its central view that Bank Rate would steadily fall from the 5.25% peak, with the first cut in August being followed by a series of further cuts, with November 2024 the likely next one, taking Bank Rate down to around 3% by the end of 2025.
- 3.10 The US Federal Reserve (the Fed) also cut interest rates during the period, reducing the Federal Funds Rate by 0.50% to a range of 4.75%-5.00% at its policy meeting in September. The forecasts released at the same time by the central bank suggested a further 1.00% of easing is expected by the end of the calendar year, followed by the same amount in 2025 and then a final 0.50% of cuts during 2026.
- 3.11 Having first reduced interest rates in June, the European Central Bank (ECB) held steady in July before cutting again in September, reducing its main refinancing rate to 3.65% and its deposit rate to 3.50%. Unlike the Fed, the ECB has not outlined a likely future path of rates, but inflation projections remain in line with the central bank's previous forecasts where it will remain above its 2% target until 2026 on an annual basis.

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- 3.12 **Financial markets:** Sentiment in financial markets continued to mostly improve over the period, but the ongoing trend of bond yield volatility remained. The general upward trend in yields in the early part of the period was reversed in the later part, and yields ended the half-year not too far from where they started. However, the volatility in response to economic, financial and geopolitical issues meant it was a bumpy ride for bond investors during that time.
- 3.13 Over the period, the 10-year UK benchmark gilt yield started at 3.94% and ended at 4.00% but hit a high of 4.41% in May and a low of 3.76% in mid-September. While the 20-year gilt started at 4.40% and ended at 4.51% but hit a high of 4.82% in May and a low of 4.27% in mid-September. The Sterling Overnight Rate (SONIA) averaged 5.12% over the period to 30th September.
- 3.14 **Credit review:** Arlingclose maintained its advised recommended maximum unsecured duration limit on all banks on its counterparty list at 100 days.
- 3.15 Having had its outlook increased by Fitch and ratings by S&P earlier in the period, Moody's upgraded Transport for London's rating to A2 from A3 in July.
- 3.16 Moody's also placed National Bank of Canada on Rating Watch for a possible upgrade, revising the outlook on Standard Chartered to Positive, the outlook to Negative on Toronto Dominion Bank, and downgrading the rating on Close Brothers to A1 from Aa3.
- 3.17 S&P upgraded the rating on National Bank of Canada to A+ from A, and together with Fitch, the two rating agencies assigned Lancashire County Council with a rating of AA- and A+ respectively.
- 3.18 Credit default swap prices were generally lower at the end of the period compared to the beginning for the vast majority of the names on UK and non-UK lists. Price volatility over the period was also generally more muted compared to previous periods.
- 3.19 Financial market volatility is expected to remain a feature, at least in the near term and, credit default swap levels will be monitored for signs of ongoing credit stress. As ever, the institutions and durations on the Authority's counterparty list recommended by Arlingclose remain under constant review.

### **Local Context**

- 3.20 On 31<sup>st</sup> March 2024, the Authority had net borrowing of £10.09m arising from its revenue and capital income and expenditure. The underlying need to borrow for capital purposes is measured by the Capital Financing Requirement (CFR), while balance sheet resources are the underlying resources available for investment. These factors are summarised in Table 1 below.

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Table 1: Balance Sheet Summary

	31.3.24	31.3.25
	Actual	Forecast
	£m	£m
General Fund CFR	32.65	33.77
<b>Total CFR</b>	<b>32.65</b>	<b>33.77</b>
Less: *Other debt liabilities <i>(if any)</i>	0	0
<b>Borrowing CFR</b>	<b>32.65</b>	<b>33.77</b>
Less: External borrowing**	-7.5	-10.20
<b>Internal borrowing</b>	<b>25.15</b>	<b>23.57</b>
<b>Less: Usable reserves</b>	<b>-11.96</b>	<b>-11.72</b>
Less: Working capital	-3.1	-3.1
<b>Net borrowing</b>	<b>10.09</b>	<b>8.75</b>

\* finance leases, PFI liabilities and transferred debt that form part of the Authority's total debt

\*\* shows only loans to which the Authority is committed and excludes optional refinancing

3.21 The treasury management position at 30<sup>th</sup> September and the change over the first six months of 24/25 is shown in Table 2 below.

Table 2: Treasury Management Summary

	31.3.24	Movement	30.9.24	30.9.24
	Balance	£m	Balance	Rate
	£m		£m	%
Long-term borrowing				
Short-term borrowing	7.5	-7.5	0	
<b>Total borrowing</b>	<b>7.5</b>	<b>-7.5</b>	<b>0</b>	
Short-term investments				
Cash and cash equivalents	0.0	4.5	4.5	4.94%
<b>Total investments</b>	<b>0.0</b>	<b>4.5</b>	<b>4.5</b>	
<b>Net investments</b>	<b>-7.5</b>	<b>12.0</b>	<b>4.5</b>	



**Borrowing Strategy and Activity**

- 3.22 As outlined in the treasury strategy, the Authority's chief objective when borrowing has been to strike an appropriately risk balance between securing lower interest costs and achieving cost certainty over the period for which funds are required, with flexibility to renegotiate loans should the Authority's long-term plans change being a secondary objective. The Authority's borrowing strategy continues to address the key issue of affordability without compromising the longer-term stability of the debt portfolio. At the present time short term interest rates are higher than long term interest rates.
- 3.23 After substantial rises in interest rates since 2021 many central banks have now begun to reduce rates, albeit slowly. Gilt yields were volatile over the 6-month period and have reduced slightly between April and September 2024. Much of the downward pressure from lower inflation figures was counteracted by upward pressure from positive economic data. Data from the US continues to impact global bond markets including UK gilt yields.
- 3.24 The PWLB certainty rate for 10-year maturity loans was 4.80% at the beginning of the half year and 4.79% at the end. The lowest available 10-year maturity rate was 4.52% and the highest was 5.18%. Rates for 20-year maturity loans ranged from 5.01% to 5.57% during the half year, and 50-year maturity loans from 4.88% to 5.40%.
- 3.25 Whilst the cost of short-term borrowing from other local authorities spiked to around 7% in late March 2024, primarily due a dearth of LA-LA lending/borrowing activity during the month, as expected shorter-term rates reverted to a more normal range and were generally around 5.00% - 5.25%.
- 3.26 CIPFA's 2021 Prudential Code is clear that local authorities must not borrow to invest primarily for financial return and that it is not prudent for local authorities to make any investment or spending decision that will increase the capital financing requirement and so may lead to new borrowing, unless directly and primarily related to the functions of the Authority. PWLB loans are no longer available to local authorities planning to buy investment assets primarily for yield unless these loans are for refinancing purposes. The Authority has no new plans to borrow to invest primarily for financial return.
- 3.27 **Loans Portfolio:** At 30<sup>th</sup> September the Authority held no loans.

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Table 3: Borrowing Position

	31.3.24 Balance £m	Net Movement £m	30.9.24 Balance £m
Public Works Loan Board			
Banks (LOBO)			
Banks (fixed-term)			
Local authorities (long-term)			
Local authorities (short-term)	7.5	-7.5	0
<b>Total borrowing</b>	<b>7.5</b>	<b>-7.5</b>	<b>0</b>

## Treasury Investment Activity

- 3.28 The CIPFA Treasury Management in the Public Services Code of Practice and Cross-Sectoral Guidance Notes (revised in 2021) defines treasury management investments as investments that arise from the organisation's cash flows or treasury risk management activity that ultimately represents balances that need to be invested until the cash is required for use in the course of business.
- 3.29 The Authority does not hold any invested funds, representing income received in advance of expenditure plus balances and reserves held. During the period, the Authority's investment balances ranged between £1.0 and £6.0 million due to timing differences between income and expenditure. The investment position is shown in table 4 below.

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Table 4: Treasury Investment Position

	31.3.24 Balance £m	Net Movement £m	30.9.24 Balance £m	30.9.24 Income Return %	30.9.24 Weighted Average Maturity days
Banks & building societies (unsecured)					
Banks & building societies (secured deposits)					
Covered bonds (secured)					
Government					
Local authorities and other govt entities					
Corporate bonds and loans					
Money Market Funds	0.0	4.5	4.5	4.94%	1
<b>Total investments</b>	<b>0.0</b>	<b>4.5</b>	<b>4.5</b>		

- 3.30 Both the CIPFA Code and government guidance require the Authority to invest its funds prudently, and to have regard to the security and liquidity of its treasury investments before seeking the optimum rate of return, or yield. The Authority’s objective when investing money is to strike an appropriate balance between risk and return, minimising the risk of incurring losses from defaults and the risk of receiving unsuitably low investment income.
- 3.31 As demonstrated by the liability benchmark in this report, the Authority expects to be a long-term investor and treasury investments therefore include both short-term low risk instruments to manage day-to-day cash flows and longer-term instruments where limited additional risk is accepted in return for higher investment income to support local public services.
- 3.32 Bank Rate reduced from 5.25% to 5.00% in August 2024 with short term interest rates largely being around this level. The rates on DMADF deposits also reduced from 5.19% to 4.94%.

## Non-Treasury Investments

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- 3.33 The definition of investments in the Treasury Management Code now covers all the financial assets of the Authority as well as other non-financial assets which the Authority holds primarily for financial return. Investments that do not meet the definition of treasury management investments (i.e. management of surplus cash) are categorised as either for service purposes (made explicitly to further service objectives) and or for commercial purposes (made primarily for financial return).
- 3.34 Investment Guidance issued by the Department for Levelling Up Housing and Communities (DLUHC) and Welsh Government also includes within the definition of investments all such assets held partially or wholly for financial return.

### **Treasury Performance**

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

Table 5: Performance

	<b>Actual</b> <b>£m</b>	<b>Budget</b> <b>£m</b>	<b>Over/ under</b>	<b>Actual</b> <b>%</b>	<b>Benchmark</b> <b>%</b>	<b>Over/ under</b>
<b>Total borrowing</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>			
PFI and Finance leases	0.0	0.0	0.0			
<b>Total debt</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>			
<b>Total treasury investments</b>	<b>4.5</b>	<b>0.0</b>	<b>4.5</b>			
				n/a	n/a	n/a

### **MRP Regulations**

- 3.36 On 10<sup>th</sup> April 2024 amended legislation and revised statutory guidance were published on Minimum Revenue Provision (MRP). The majority of the changes take effect from the 2025/26 financial year, although there is a requirement that for capital loans given on or after 7<sup>th</sup> May 2024 sufficient MRP must be charged so that the outstanding Capital Financing Requirement (CFR) in respect of the loan is no higher than the principal outstanding less the Expected Credit Loss (ECL) charge for that loan.
- 3.37 The regulations also require that local authorities cannot exclude any amount of their CFR from their MRP calculation unless by an exception set out in law. Capital receipts cannot

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be used to directly replace, in whole or part, the prudent charge to revenue for MRP (there are specific exceptions for capital loans and leased assets).

## **Compliance**

- 3.38 The Director of Resources and Section 151 officer reports that all treasury management activities undertaken during the period complied fully with the principles in the Treasury Management Code and the Authority's approved Treasury Management Strategy. Compliance with specific investment limits is demonstrated in table 6 below.

Table 6: Investment Limits

	<b>2024/25 Maximum</b>	<b>30.9.24 Actual</b>	<b>2024/25 Limit</b>	<b>Complied? Yes/No</b>
Any single organisation, except the UK Government	£4m each			
UK Central Government	Unlimited			
Unsecured investments with banks and building societies	<b>£2.5m in total</b>			
Loans to unrated corporates	<b>£1m in total</b>			
Money Market Funds	<b>£20m in total</b>	<b>£4.5m</b>	<b>£20m</b>	<b>Yes</b>
Foreign countries	<b>£5m per country</b>			
Real Estate Investment Trusts	<b>£2.5m in total</b>			

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

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Table 7: Debt and the Authorised Limit and Operational Boundary

	Q1 2024/25 Maximum	30.9.24 Actual	2024/25 Operational Boundary	2024/25 Authorised Limit	Complied? Yes/No
Borrowing	Nil	Nil	55,000	60,000	Yes
PFI and Finance Leases	Nil	Nil	1,000	1,000	Yes
<b>Total debt</b>	<b>Nil</b>	<b>Nil</b>	<b>56,000</b>	<b>61,000</b>	

- 3.40 Since the operational boundary is a management tool for in-year monitoring it is not significant if the operational boundary is breached on occasions due to variations in cash flow, and this is not counted as a compliance failure

## **Treasury Management Prudential Indicators**

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

### Liability Benchmark

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

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	<b>31.3.24</b>	<b>31.3.25</b>	<b>31.3.26</b>	<b>31.3.27</b>
	<b>Actual</b>	<b>Forecast</b>	<b>Forecast</b>	<b>Forecast</b>
Loans CFR	32.645	33.772	34.543	35.401
Less: Balance sheet resources	-15.55	-14.823	-14.241	-14.16
<b>Net loans requirement</b>	<b>17.59</b>	<b>18.949</b>	<b>20.302</b>	<b>21.241</b>
Plus: Liquidity allowance	<b>0.2</b>	<b>0.2</b>	<b>0.2</b>	<b>0.2</b>
<b>Liability benchmark</b>	<b>17.79</b>	<b>19.149</b>	<b>20.502</b>	<b>21.441</b>
<b>Existing borrowing</b>	<b>7.5</b>	<b>10.20</b>	<b>12.54</b>	<b>14.84</b>

3.43 Following on from the medium-term forecast above, the long-term liability benchmark assumes capital expenditure funded by borrowing of £14.8m, minimum revenue provision on new capital expenditure based on a 40 year asset life and income, expenditure and reserves all increasing by inflation of 2.0% p.a. This is shown in the chart below together with the maturity profile of the Authority's existing borrowing. Presently borrowing has been delivered through the use of internal resources and the Council has no long term borrowing.

## Maturity Structure of Borrowing

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

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

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- 3.45 Time periods start on the first day of each financial year. The maturity date of borrowing is the earliest date on which the lender can demand repayment.

### Long-term Treasury Management Investments

- 3.46 The purpose of this indicator is to control the Authority's exposure to the risk of incurring losses by seeking early repayment of its investments. The prudential limits on the long-term treasury management limits are:

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

- 3.47 Long-term investments with no fixed maturity date include strategic pooled funds, real estate investment trusts and directly held equity but exclude money market funds and bank accounts with no fixed maturity date as these are considered short-term.

### Additional indicators

#### Security:

- 3.48 The Authority has adopted a voluntary measure of its exposure to credit risk by monitoring the value-weighted average credit rating of its investment portfolio. This is calculated by applying a score to each investment (AAA=1, AA+=2, etc.) and taking the arithmetic average, weighted by the size of each investment. Unrated investments are assigned a score based on their perceived risk.

	2024/25 Target	30.9.24 Actual	Complied?
Portfolio average credit rating	A	UK Govt	Yes



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### Liquidity:

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

	30.9.24 Actual	2024/25 Target	Complied?
Total cash available within 3 months	£4.5m	Nil	Yes
Total sum borrowed in past 3 months without prior notice	Nil	Nil	Yes

### Interest Rate Exposures:

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

Interest rate risk indicator	2024/25 Target	30.9.24 Actual	Complied?
Upper limit on one-year revenue impact of a 1% <u>rise</u> in interest rates	500,000	0	Yes
Upper limit on one-year revenue impact of a 1% <u>fall</u> in interest rates	500,000	0	Yes

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

	<u>31/3/24</u>	<u>30/9/24</u>
Bank Rate	5.25%	5.00%
1-year PWLB certainty rate, maturity loans	5.36%	4.95%
5-year PWLB certainty rate, maturity loans	4.68%	4.55%
10-year PWLB certainty rate, maturity loans	4.74%	4.79%
20-year PWLB certainty rate, maturity loans	5.18%	5.27%
50-year PWLB certainty rate, maturity loans	5.01%	5.13%

- 3.52 The impact of a change in interest rates is calculated on the assumption that maturing loans and investment will be replaced at new market rates.

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## **4. IMPLICATIONS**

### **Legal Implications**

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

### **Service / Operational Implications**

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

### **Customer / Equalities and Diversity Implications**

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

## **5. RISK MANAGEMENT**

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

## **6. APPENDICES**

None

## **7. BACKGROUND PAPERS**

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

## **AUTHOR OF REPORT**

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## Appendix E - Procurement Pipeline

### Between £50k and £200k

	<b>Contract Title</b>	<b>Contract Description</b>	<b>Department</b>	<b>Contract Commencement Date</b>
Bromsgrove				
Bromsgrove	Server/SAN Replacement	Replacement of Key Infrastructure devices to ensure Security and Support	ICT	31/12/2024
Bromsgrove	VMware License & Support	Virtual Server VMware License & Support	ICT	14/01/2025
Bromsgrove	Laptop Refresh	Replacement of Laptops to Support latest security patches and Windows 11	ICT	31/12/2024
Bromsgrove	out of hours dog warden services	framework agreement to provide out of hours dog warden services for Worcestershire Regulatory Services.	WRS	01.01.2025
Bromsgrove	Automation/Robotics	Uipath Licenses via HTE ComIT 2 (Complete IT Solutions) Framework	ICT	26/08/2025
Bromsgrove	Cisco Network Maintenance	Annual Cisco Network Maintenance	ICT	18/01/2025
Bromsgrove	Web security subscription (Ironport)	Cloud-based web security service subscription	ICT	06/07/2026
Bromsgrove	GIS System	Corporate GIS System	ICT	01/04/2025
Bromsgrove	Web Filter	Cisco Web Security XaaS Subscription via CCS	ICT	06/06/2026
BDC	Community Transport	Provision of community transport in the Bromsgrove area	Community Services	01/05/2025
Bromsgrove	Digital Transformers	Bespoke training to businesses and employees to support digital adoption	UK Shared Prosperity Fund	01/09/2024
Bromsgrove	Digital Forms	WRS Automation project for submission of digital forms	WRS	26.11.2024
Bromsgrove	IDOX Software	BDC-Call-off contract to support and maintenance for Idox Uniform and DMS solution	WRS	01.03.2029
Bromsgrove	Logic Monitor	Network and Infrastructure Monitoring	ICT	28/03/2027
Bromsgrove	Street Naming and Numbering	Street Naming and Numbering system VIA CCS RM1557 (StatMap)	ICT	31/05/2025
Bromsgrove	Cloud Storage	Acronis Cloud Storage via HTE Framework	ICT	06/06/2025

### Over £200k

	<b>Contract Title</b>	<b>Contract Description</b>	<b>Department</b>	<b>Contract Commencement Date</b>
Bromsgrove				
Bromsgrove	Replacement Parking Machines	Replacement Parking Machines	Engineering & Design	
Bromsgrove	PROVIDE Kennelling of Dogs	FRAMEWORK AGREEMENT TO PROVIDE Kennelling of Dogs FOR WORCESTERSHIRE REGULATORY SERVICES.	WRS	30.04.2025
Bromsgrove	Microsoft Licenses	Licenses to use Microsoft Office	ICT	01/07/2025
Bromsgrove	Planning/GIS/Gazetteer	Supply of Idox Uniform via CCS RM3821 Lot 2b	ICT	19/09/2027
Bromsgrove	Pest Control	Framework Agreement for provision of pest control services	WRS	24/10/2024
Bromsgrove	Air Quality Analysers	Provision of Air Quality Analysers and data management	WRS	asap
Bromsgrove	Data Access Services	Data Access Services WAN supply	ICT	01/09/2026

### Redditch Relating to Bromsgrove

None

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## Appendix F BROMSGROVE Strategic & Operational Performance Measures

Quarter 2, 2024/25

### 1. Introduction

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

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

The Council Plan 2024-27 has been adopted, which identifies priorities and key projects, and contains a suite of measures to assess delivery of against these, which be the foundation for performance reporting going forward. These measures and the associated data collection requirements are currently under development; where available, they have been included in this report.

### 2. Strategic Priorities and Performance Measures

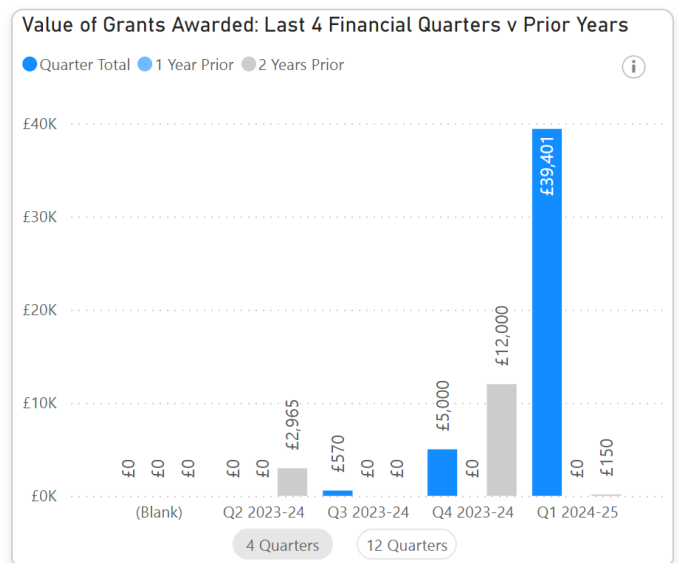
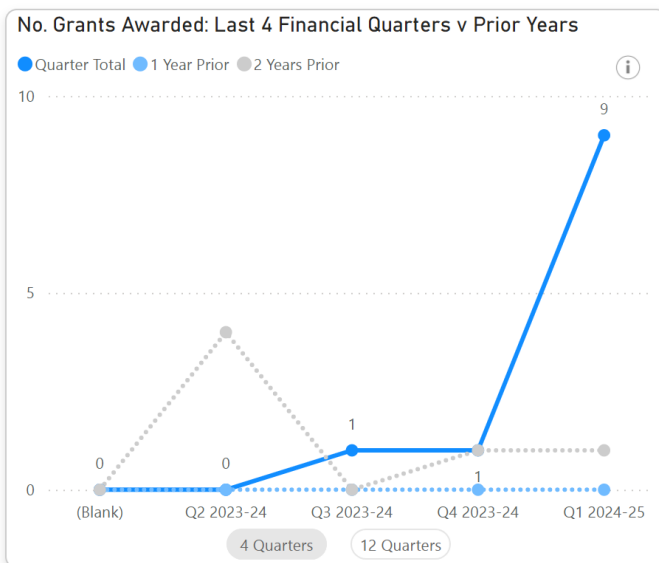
The measures shown in the next section are structured around the Council Plan, but also includes previous data sets as we transition to a new set of comprehensive performance measures.

#### 2.1. Economic Development

##### Performance measure:

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

##### Start-up Grants



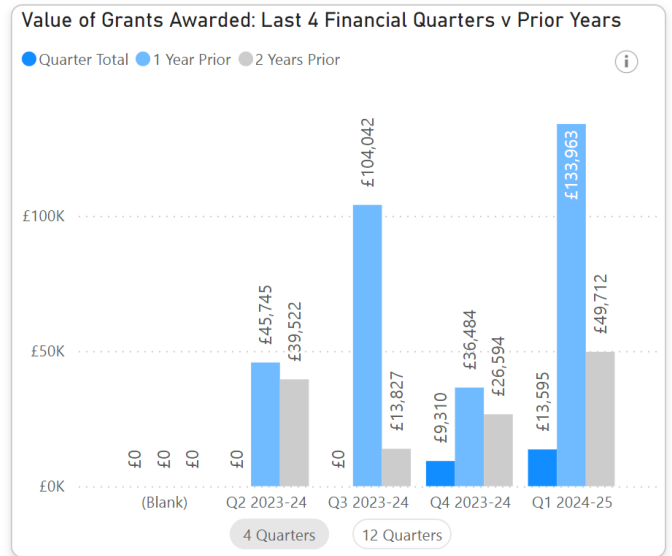
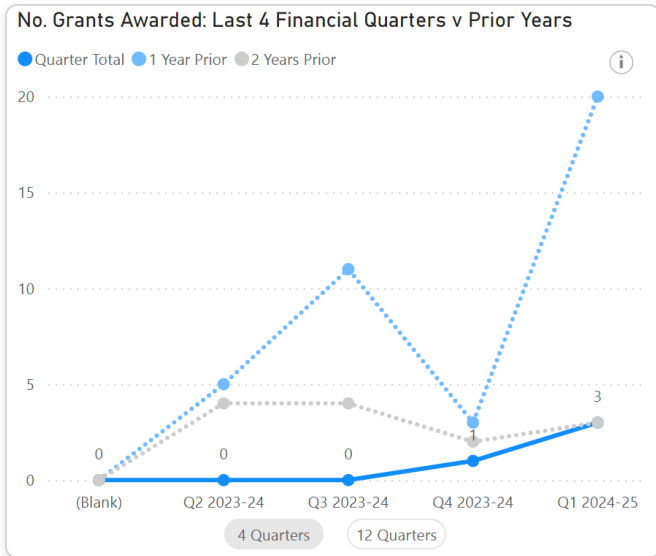
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**Update:** 9 grants were awarded this quarter: 8 from the Enterprising Worcestershire Programme and 1 Centre Enhancements Grant. The recipient businesses include retailers, financial services, professional services, hospitality, manufacturing and software development. All of the businesses supported are in their first 3 years of trading.

**Growth Grants**



**Update:** Grants awarded this quarter were from the Bromsgrove Centres Enhancement grant programme and the Elevate Worcestershire programme. Businesses supported include a retailer, personal services and commercial flooring supplier.

**Performance Measure:**

- Number of jobs created (UKSPF)

These are the jobs created that are reported to us by UKSPF project deliverers; the numbers all relate to full time equivalents which is around 36 hours per week (this can vary by business).

2023/24 Q1	Q2	Q3	Q4	2024/25 Q1
0	11.5	5	0	5

**Performance Measure:**

- Former Market Hall Project

This measure will now be provided through other reporting routes.

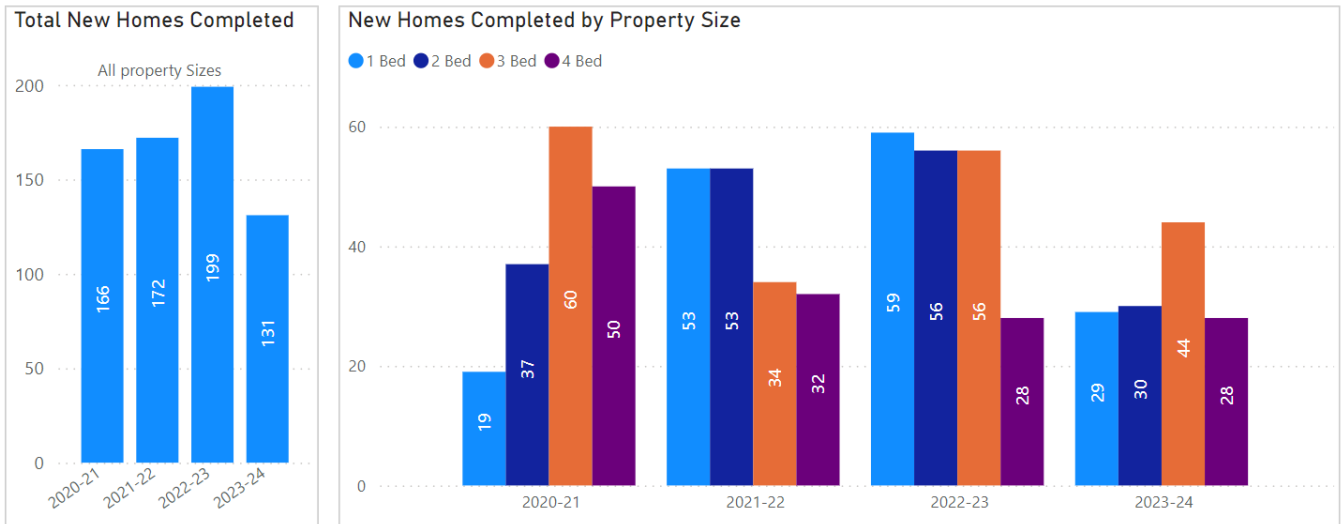
- Windsor Street Project

This measure will now be provided through other reporting routes.

**2.2 Housing**

**Performance measure:**

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



The final data for the 2023/24 is:

- Total Homes Built (including affordable) -131 (net)
- Total affordable homes built - 51 (net)

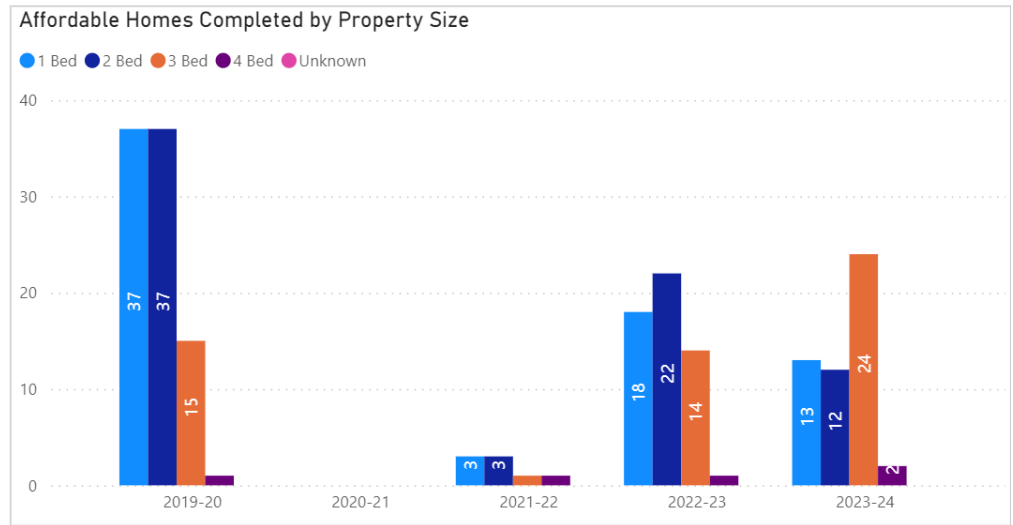
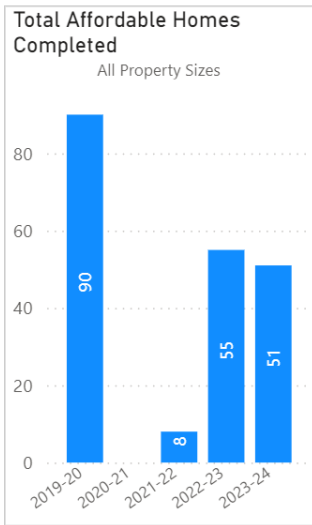
**Performance measure:**

- Affordable Homes Completed (annual measure)

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There are 601 affordable housing commitments as of 1 April 2024, reflecting the number of strategic sites which have gained consent but not started construction or just started construction. A small but not insignificant number of these commitments are from the redevelopment of former garage sites across the District which have yet to be started.

**Performance measure:**

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



	Rate
Bromsgrove	10.46
Worcestershire	8.63
England	8.26

**Update:** The affordability ratio relates to workplace-based income which uses the median earnings of those employed in Bromsgrove District, which rose from £29,285 to £32,993, a 12.66% increase. The median house price in the district rose from £327,000 to £345,000, a 5.5% increase. Bromsgrove District has the second highest in the West Midlands, despite the small drop in the ratio.

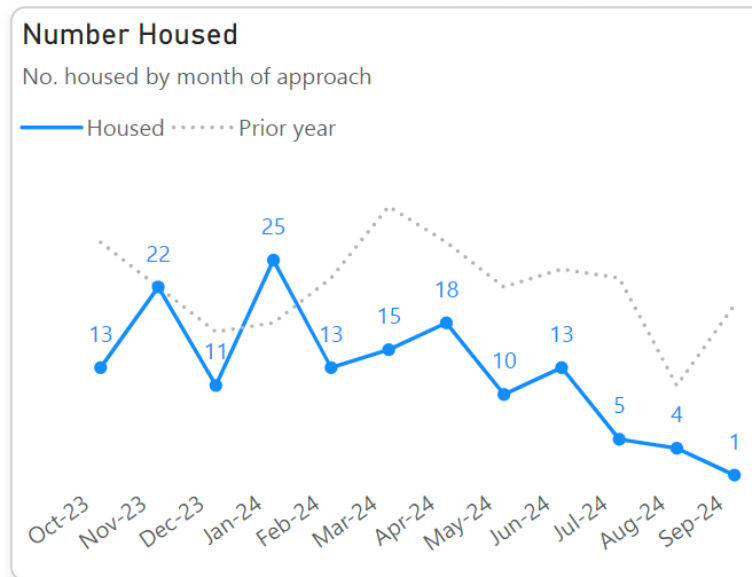
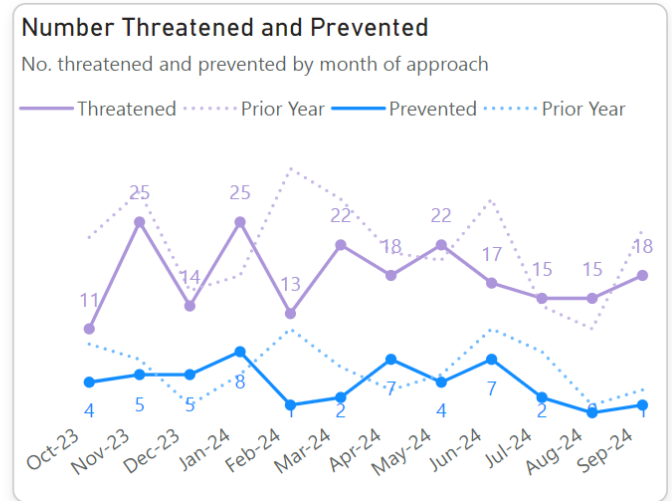
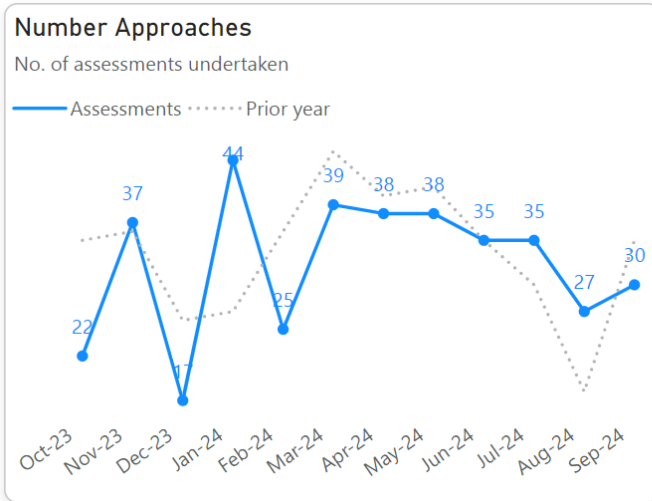
**Performance measure:**

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



**Update:**

Approaches remain slightly higher than last year but continue to follow the trend meaning fewer approaches over the summer period.

The figures show the difficulty being experienced around the Country in preventing homelessness given the current issues with the Housing Market which in term impacts on the provision of temporary accommodation.

The ability to house homeless applicants remains difficult. There has been a lack of new build affordable housing and the number of void properties within the current stock base has reduced as fewer people



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are moving on from social housing due to the current market conditions. Officers are undertaking more in depth work into homelessness to formulate an action plan to increase numbers of affordable housing available and reduce temp accommodation needs.

### 2.3. Environment

#### Performance Measure:

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

**Update:** The current Capital Replacement Programme has been approved for 2024/25, but it has been identified that amendments are needed to maintain service provision. The existing capital replacement plan is currently being reviewed for BDC across all services to address this, and ensure services have the right assets to deliver on our duties across the district. Amendments to domestic waste service were approved in Q1 and additional changes to the programme will be submitted for consideration during Q3 of the 2024/25 financial year where required.

#### Performance Measure:

- Reduce carbon emissions arising from the councils' vehicles

#### Update:

Hydrotreated Vegetable Oil (HVO) has replaced 1/3 of the Diesel used across the Environmental Services Fleet in 2024/25, with no mechanical problems. Every 1,000ltrs will reduce our carbon output by approx. 2.52 tonnes in comparison with Diesel. Proposals to increase the investment in this will be included in the budget setting process for 2025/26.

#### Performance measure

- Households supported by the Council's energy advice service



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**Update:** Act On Energy's activity for Q2 highlights the continued impact of the service on residents in Bromsgrove. In July, August and September, AOE received a significant number of calls for help, totaling 291, slightly higher than the same period in the previous year. These calls resulted in numerous residents accessing support and funding help with their energy bills, including those funded by the Household Support Fund, ECO4, and Shared Prosperity Funding. Notably, the Household Support Fund remains the primary source of project funding in Bromsgrove.

## **Domestic Waste Collection**

### **Performance Measure**

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

**Update:** This is a National Indicator measuring the percentage of household waste arisings which have been sent by the Authority for reuse, recycling, and composting, and is used in the national league tables ranking Local Authority performance. In 2022/23 Bromsgrove was ranked 176<sup>th</sup>, 1 place lower than in 2021/22 (2023/24 results not published yet).

Our performance this year to date is 0.08% less than 2023/24, 0.31 less than 2022/23. This may be a byproduct of less working from home, as it mirrors a downwards trend in residual waste tonnages per household over the last three years.

	<b>Apr</b>	<b>May</b>	<b>Jun</b>	<b>Jul</b>	<b>Aug</b>	<b>Sep</b>	<b>Oct</b>	<b>Nov</b>	<b>Dec</b>	<b>Jan</b>	<b>Feb</b>	<b>Mar</b>
2019/20	48.67	45.17	46.72	48.41	54.12	50.03	46.64	41.77	32.63	39.05	34.74	45.16
2020/21	29.19	55.98	55.73	59.33	51.32	48.46	44.04	48.03	48.60	42.55	42.03	43.26
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
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
2023/24	50.74	57.40	54.66	48.13	47.01	48.01	51.06	46.29	37.54	28.15	33.31	43.86
2024/25	53.12	60.42	54.39	45.31	44.82	47.37						

### **Performance Measure**

- Residual Waste per household (kg)

**Update:** This measures non-recyclable waste thrown away per household and shows a marginal increase in waste per household over the first 6 months of this year, although continues a downward trend in context over the last 5 years.

## **Residual Waste per Household (Kg)**

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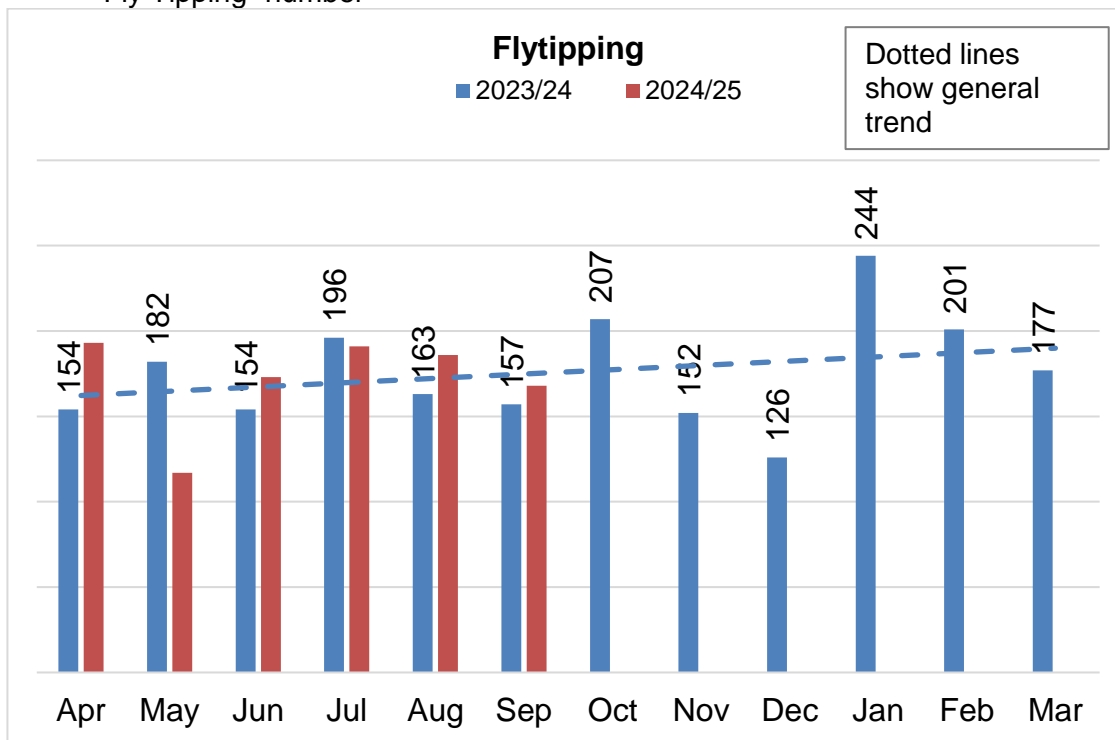
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	April	May	June	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	March
2019/20	40.70	47.92	48.80	38.18	38.07	39.47	42.75	48.99	39.38	46.96	38.77	38.89
2020/21	51.01	46.30	40.02	39.05	36.92	46.96	46.74	41.06	40.23	40.36	37.78	50.06
2021/22	50.01	38.81	39.35	38.16	40.89	45.06	41.50	39.36	35.86	39.86	35.58	49.26
2022/23	42.43	37.22	37.28	31.36	41.03	42.83	34.20	39.64	32.76	41.78	32.59	42.08
2023/24	32.75	35.28	34.05	34.15	45.88	36.42	34.48	36.52	32.32	45.00	38.38	37.01
2024/25	35.39	35.01	33.92	43.92	41.87	33.41						

**Performance Measure**

- Fly Tipping- number



**Update:** Worcester Regulatory Services (WRS) as of the 1<sup>st</sup> June 2024 took over the work for Bromsgrove; they are now fully staffed and are conducting enforcement activities across the District. A monthly update on fly tipping is sent to the Leader and Portfolio Holder.

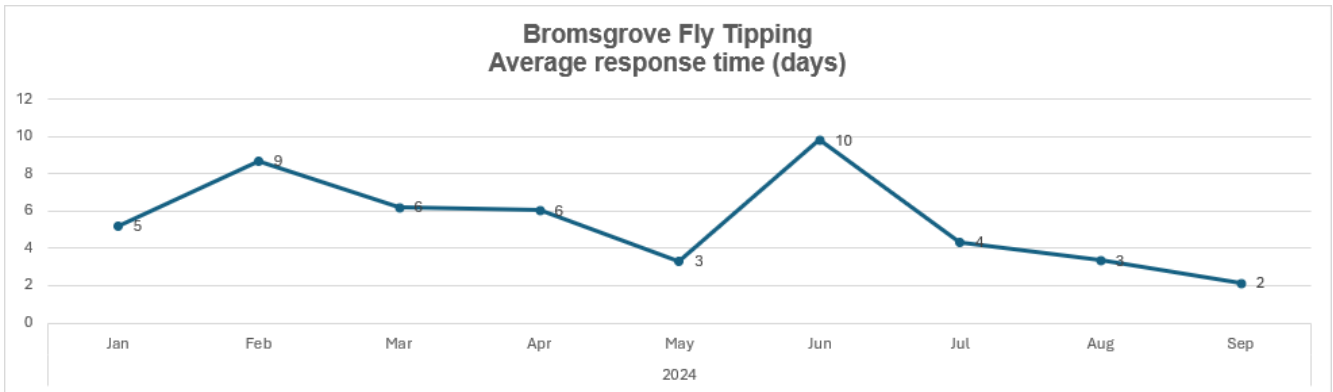
**Performance Measure**

- Fly Tipping- time taken

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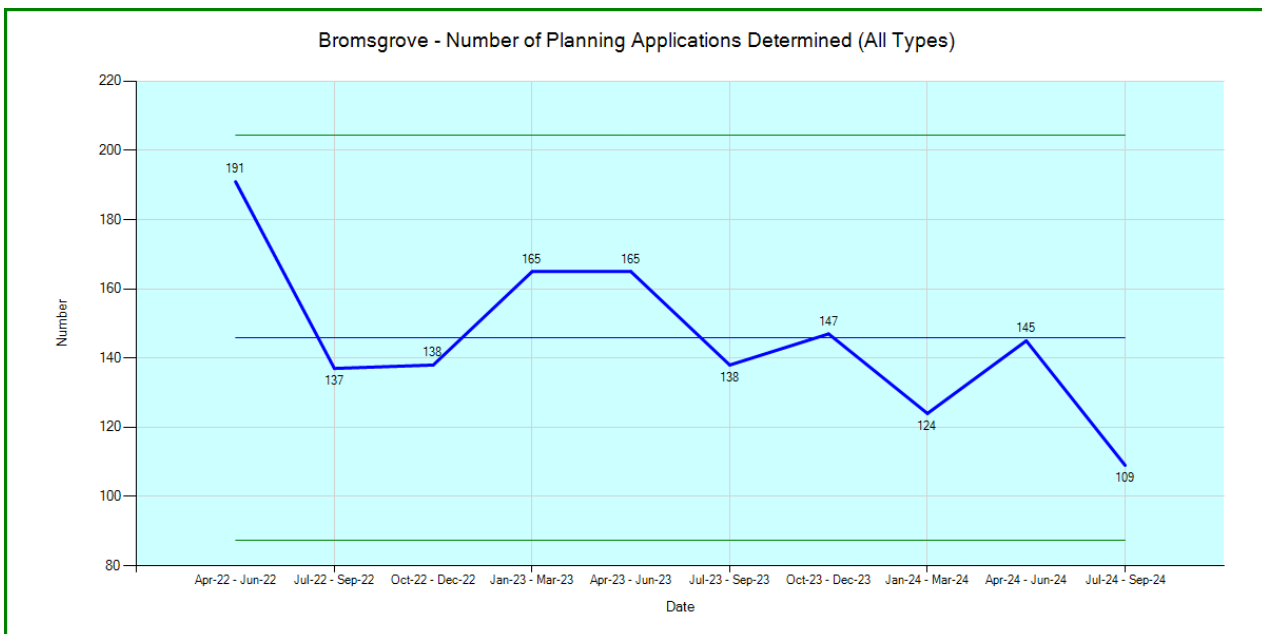


**Update:** There has been an improvement in response times from the last quarter and during Q2; this reduction has occurred as the new working arrangements with WRS have been embedded.

## 2.4. Infrastructure

### Performance measure

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



**Update:** Rates have been reducing, but last quarter saw a more significant drop to 109. This period the previous year also saw a drop, but not to this extent. There is no clearly identifiable reason for this reduction.

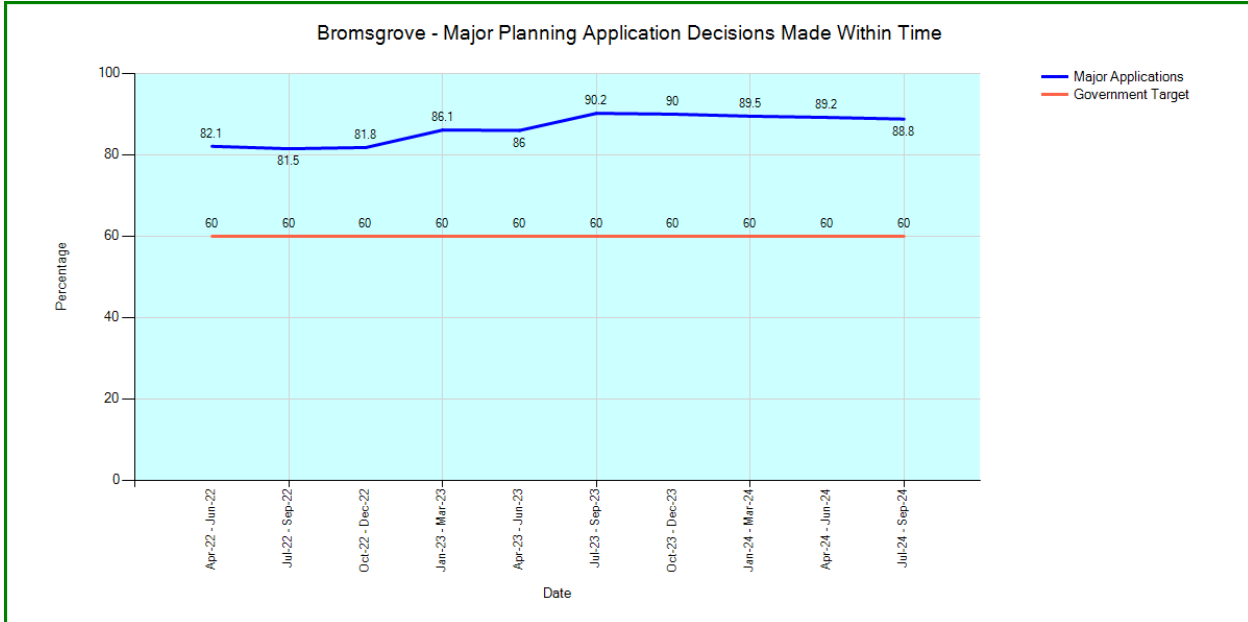
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## Performance measure

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



**Update:** The speed of determination of major applications remains well in excess of government targets and is stable.

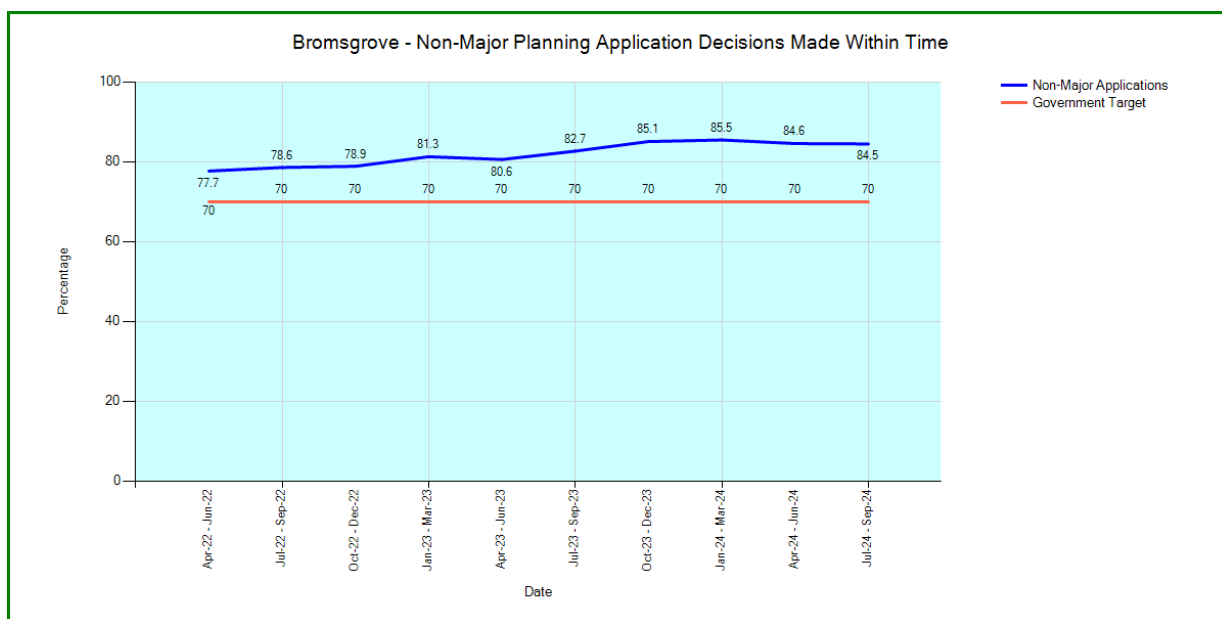
## Performance measure

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

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**Update:** The speed of determination for non-major applications remains well in excess of targets and is stable.

**Performance measure**

- Quality of Major Planning Decisions

The threshold for designation for the relevant assessment period of 24 months is 10% or more of an authority’s decisions on applications for major development made during the assessment period, including those arising from a 'deemed refusal', being overturned at appeal.

Period of assessment	Result	Gov.uk last updated
April 2020 - March 2022	18.5%	June 2023
July 2020 - June 2022	20%	October 2023
Oct 2020 – Sept 2022	10.7%	Also October 2023
Jan 2021 – Dec 2022	9.1%	March 2024
April 2021 – March 2023	5.7%	Also March 2024
July 2021- June 2023	4.8%	June 2024
Oct 2021 - Sept 2023	Awaiting information	Awaiting information

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### **Performance measure**

- Quality of Non-Major Planning Decisions

The threshold for designation for the relevant assessment period of 24 months is 10% or more of an authority's decisions on applications for non - major development made during the assessment period, including those arising from a 'deemed refusal', being overturned at appeal.

<b>Period of assessment</b>	<b>Result</b>	<b>Gov.uk last updated</b>
April 2020 - March 2022	1.4%	June 2023
July 2020 - June 2022	1.4%	October 2023
Oct 2020 – Sept 2022	1.5%	Also October 2023
Jan 2021 – Dec 2022	1.8%	March 2024
April 2021 – March 2023	1.8%	Also March 2024
July 2021- June 2023	2.1%	June 2024
Oct 2021 - Sept 2023	Awaiting information	Awaiting information

### **Performance measure**

- Deliver improved outcomes from the actions in the Leisure Strategy

### **Update:**

<b>Recommendation</b>	<b>Update</b>
Develop an environmental management strategy for parks and environmental services.	Project lead identified to progress strategy. Working towards 2025/26 completion.
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 successful for Sanders Park and Lickey End Park for 2024, working on recommendations for 2025 submission and scheduled awards over the next 4 years.
Develop a rolling programme of applications to the Green Flag Award.	Working on annual applications for awards for Sanders Park, Lickey End Park, King Georges Recreation Ground and St Chads Park.

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Engage more regularly with potential partners at a county wide level.	Officers working with partners to maximise potential of offers within parks and open spaces.
Develop a better understanding of the biodiversity value of the district's green assets.	Biodiversity plan established, focus and priorities, developing a Biodiversity Network with Planning, County Council and 3 <sup>rd</sup> Sector. Commencement 2025/26.
Develop a clear marketing plan for green spaces that includes new web pages, social media, and targeted work with key audiences.	Work started on website development and modernisation. Social media use improved to promote, biodiversity, events, and mental health in respect of Parks and Green Spaces.
Carry out a feasibility study to establish a roadmap for the self-management of allotment sites across the district.	Action plan implemented: new tenancy agreements with legal, service level agreements for new formed associations, website information, management of day-to-day issues, bills

## **Improved Integrated Transport (Bromsgrove)**

### **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), the inception meeting has now taken place and work is ongoing.

**Actions:** Will be liaising with WCC appointed consultants. Work is progressing with draft reporting to be discussed as soon as possible.

## **3. Wider performance**

### **3.1 Community Safety**

#### **Performance measure**

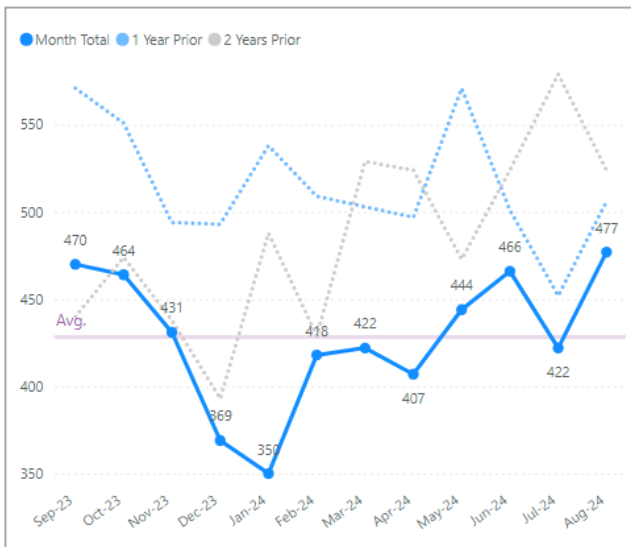
- Levels of crime. (Data extracted from 'data.police.uk' below – there is a lag in data reporting)



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Crime Type	Total	% of Total	v 1 Mth Prior	v 1 Yr Prior	12 Mth. Avg.
Violence and sexual off...	2,073	40.3%	5 ↑	-363 ↓	172.8
Shoplifting	532	10.4%	26 ↑	-104 ↓	44.3
Vehicle crime	496	9.6%	1 ↑	-22 ↓	41.3
Criminal damage and a...	467	9.1%	5 ↑	-113 ↓	38.9
Other theft	444	8.6%	16 ↑	-183 ↓	37.0
Public order	391	7.6%	-1 ↓	-107 ↓	32.6
Burglary	359	7.0%	2 ↑	-60 ↓	29.9
Other crime	138	2.7%	-9 ↓	-3 ↓	11.5
Drugs	118	2.3%	5 ↑	-18 ↓	9.8
Possession of weapons	44	0.9%	-4 ↓	-30 ↓	3.7
Robbery	43	0.8%	7 ↑	-22 ↓	3.6
Bicycle theft	21	0.4%	3 ↑	-12 ↓	1.8
Theft from the person	14	0.3%	-1 ↓	-9 ↓	1.2
<b>Total</b>	<b>5,140</b>	<b>100.0%</b>	<b>55</b>	<b>-1,046</b>	<b>428.3</b>

### Update:

Across North Worcestershire there was an +8% (n=352) increase in reported crime during Q1 2024/25 compared to the previous quarter of the year. However, there was a 13% decrease (n=714) when compared to the same quarter of the previous year. Overall, each of the districts in NW showed a decrease during Q1 2024/2025 when compared to the same quarter of the previous year. The largest decrease of recorded offences when compared to Q1 of previous year 23/24 was in Bromsgrove District (-20%, n=293). When compared to the previous quarter (Q4 23/24), the largest increase was in Wyre Forest (+12%, n=201). Bromsgrove showed a +5% increase (n=60) on the previous quarter and Redditch showed a +7% increase (n=91). The offence category showing the largest change when compared to the same quarter in the previous year was Burglary of a Business and Community property (+45%, n=41), this was the highest recorded percentage increase and had also increased by +58% (n=6) compared to the previous quarter (Q4 23/24).

Locally, Sanders Park Ward recorded the largest volume of offences in the most recent quarter Q4 2023/24 (n=152) and is consistently the ward that records the largest volume of offences. There has been no change in the number of recorded offences compared to the same quarter in the previous year. Charford Ward recorded the biggest decrease in offences compared to the previous year (-51%, n=64). Two wards recorded a joint second largest percentage decrease in offences compared to the same quarter last year Lowes Hill Ward (-57%, n=37), Catshill North Ward (-57%, n=36). Rubery South Ward recorded the largest percentage increase compared to the previous year (+40%, n=23).

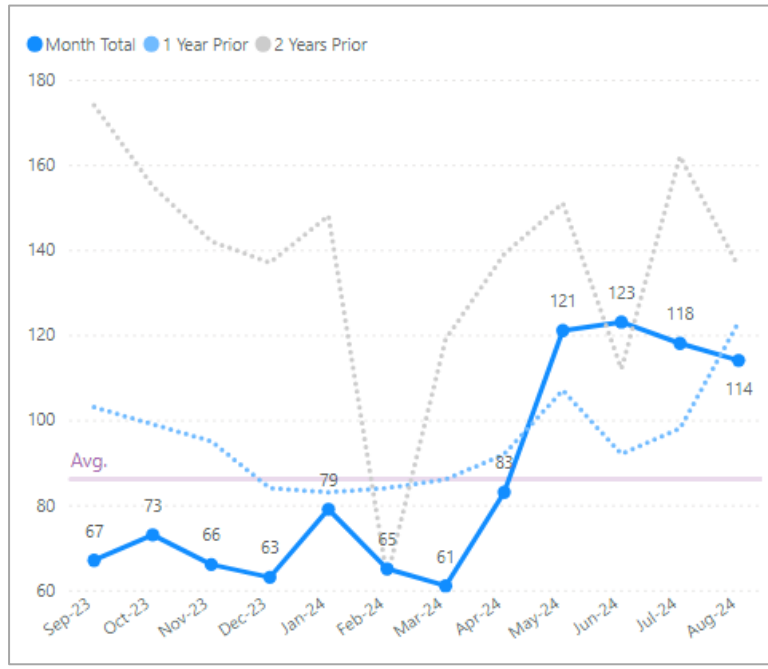
### Performance measure

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

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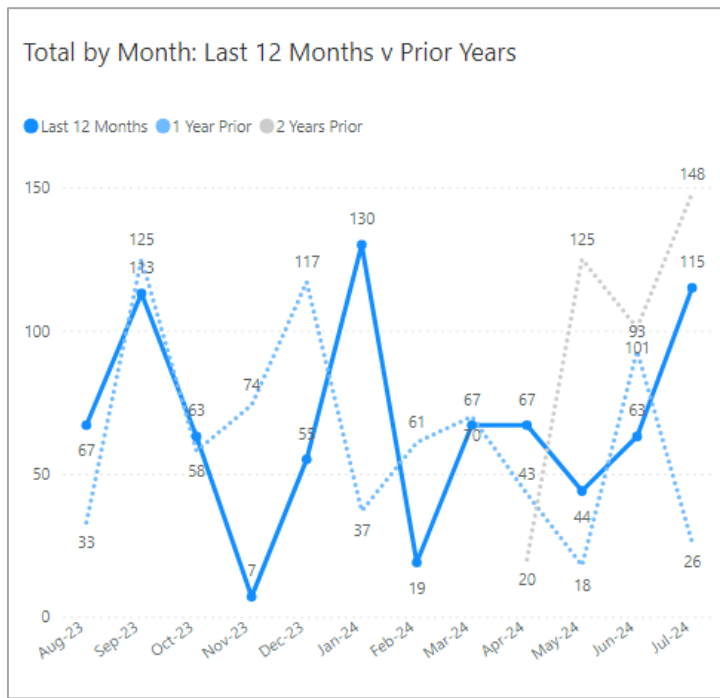
**10<sup>th</sup> December 2024**



**Update:** Unfortunately, due to changes in Partnership Analysis support ASB data analysis continues to be unavailable for reporting.

**Performance measure**

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



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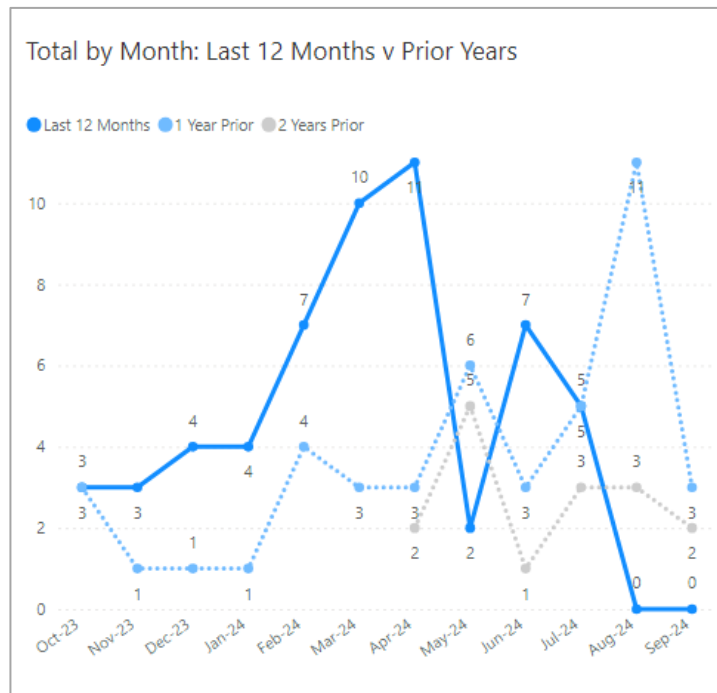
## Cabinet

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**Update:** Routine outreach patrols were carried out in Bromsgrove Town Centre and Sanders Park. Youth workers spoke to YP in the Bus Station and also engaged with groups who were from out of area. Some YP spoke about rumours of an altercation planned in the Bus Station later in the evening, so youth workers provided safety advice and encouraged the young people to leave the area and access existing youth provision. Youth workers also engaged with group of young people on scooters who were causing a disturbance in the Town Centre. The YP were engaged and a diverted to Sanders Park. Youth Workers also engaged with YP playing in the Brook. They were provided with Water Safety advice and diverted to existing youth provision.

### Performance measure

- Number of crime risk surveys carried out



**Update:** In July, detailed crime prevention recommendations provided for a planning application for a 437-dwelling development in Perryfields and also for an application for a new apartment block of 28 dwellings in Rubery North. A crime risk site visit was conducted following issues of unauthorised access to an allotment in Sanders Park Ward. A home security assessment was carried out for an elderly resident receiving multiple visits from a potential rogue trader. This was also in Sanders Park War; door-step crime prevention advice was provided, and the resident also signed up to the Nominated Neighbour Scheme.

For August and September, information is not available due to staff absence.

### 3.2 SLM Leisure (Everyone Active)

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**Update:** For SLM Leisure there is a lag in the data; Q1 data and comments can be found below; Q2 information will be available for the Q3 report.

The number of visits for the 1st quarter of 2024/25 were down -5% compared to the same quarter of 2023/24. With Easter being earlier this year, this will have impacted the amount of casual footfall throughout April 2024, whilst the decrease in swim lesson heads on scheme will also impact total attendance. Our gym membership base has remained stable with only a slight change, down -124 on Q1 2023/24. We have maintained a strong yield on our fitness memberships, which shows that the members we have are happy with the facilities available. Swimming lessons remain an area of concern with numbers having decreased, and we currently sit -228 children down compared to last year, which will also account for the drop in footfall across the quarter. The expected recovery on swimming has not been as expected, however, Phoebe has made a positive start to influencing the growth of the scheme and we expect to begin growing throughout the end of Q2 and into the beginning of Q3 for 2024/25. Throughout the first quarter we have held strategic meetings with the wider EA team to support the growth of swimming lessons at Bromsgrove Sport and Leisure Centre. Through these meetings we have increased awareness of lessons within Bromsgrove by using site specific artwork, by sending a digital swim lesson update to our scheme members and a royal mail leaflet drop across 15,000 addresses in the Bromsgrove area. We have also invested heavily in new equipment for our scheme to help our wonderful teachers provide the best lessons possible.

Category	Quarter Total	Same Quarter Previous Year	Difference
Total no. of visits including EA cards and non-card holders	102572	107496	<b>-4,924</b>
EA Cards added in this period	1489	1398	<b>91</b>
Total EA Cards to date	74691	68441	<b>6,250</b>
No. of Gym members	2747	2871	<b>-124</b>
Swimming Lessons – children enrolled on scheme	1269	1497	<b>-228</b>
Swim Lesson Occupancy	78%	88%	<b>-10%</b>
RIDDOR Reportable Events	0	0	<b>0</b>

### 3.3. Council Tax & NDR

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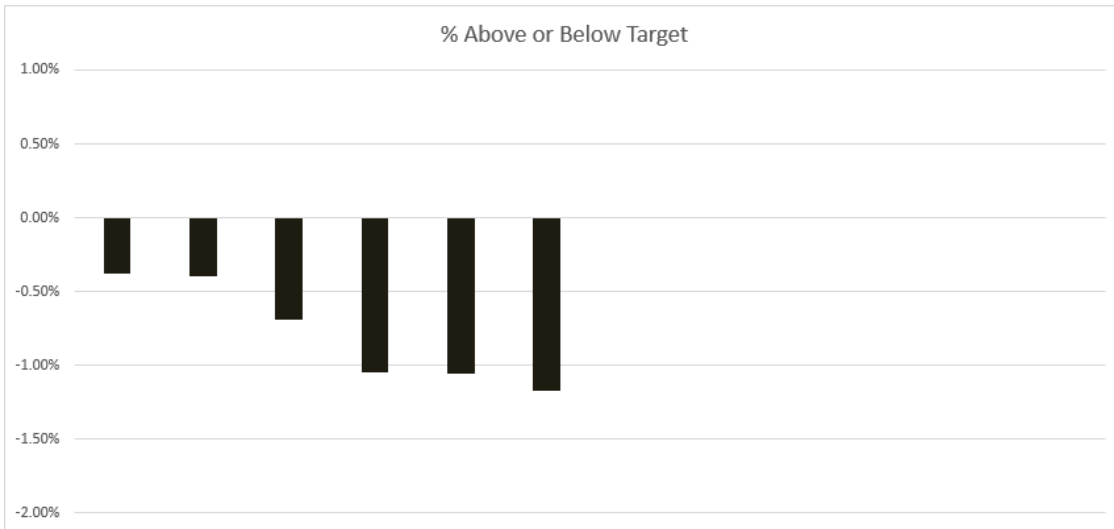
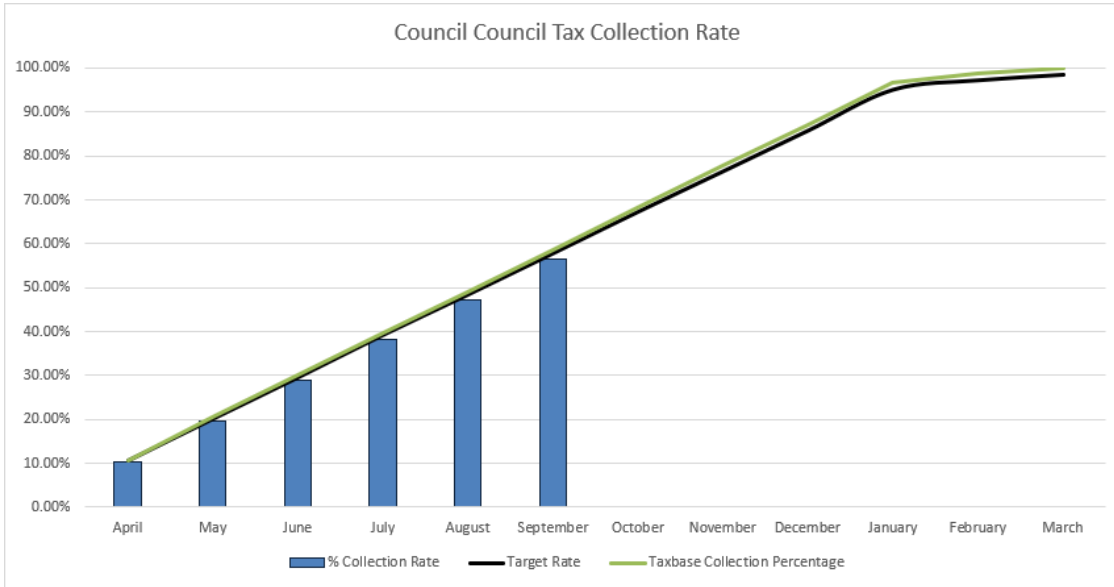
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### Performance measure

- Council Tax Collection Rate

The collection rate percentage has been very close to the target rate this quarter.



### Performance measure

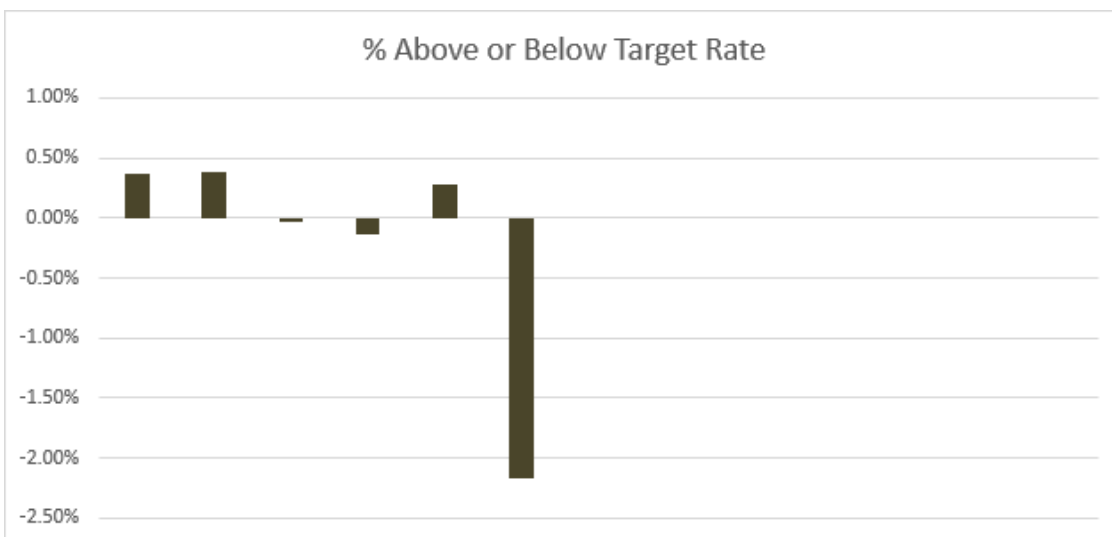
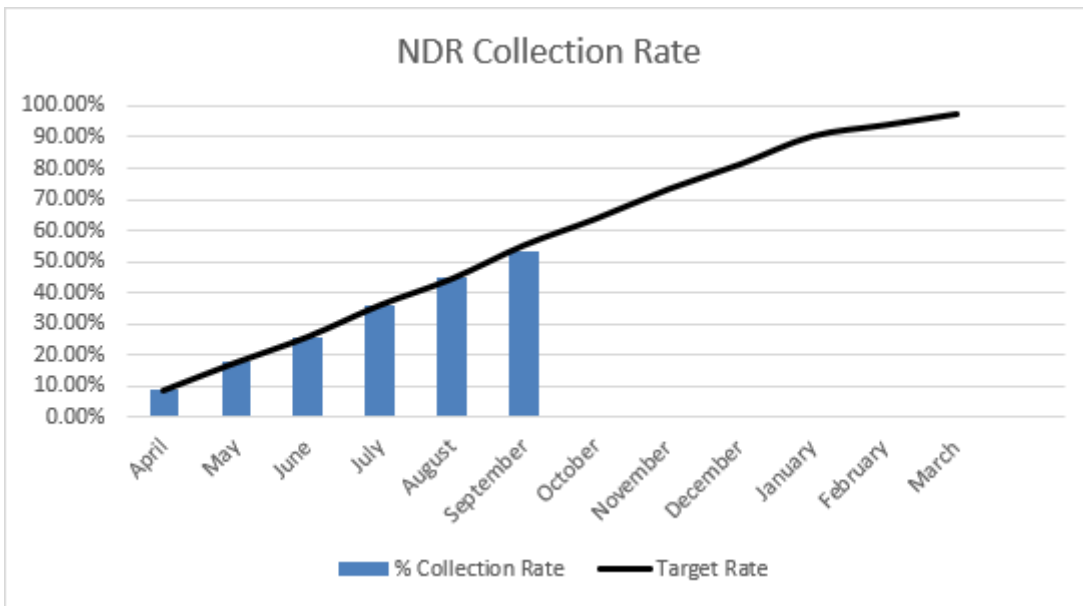
- NDR Collection Rate

The collection rate percentage dropped slightly below fin September.

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## 3.4. Financial Inclusion

### 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:

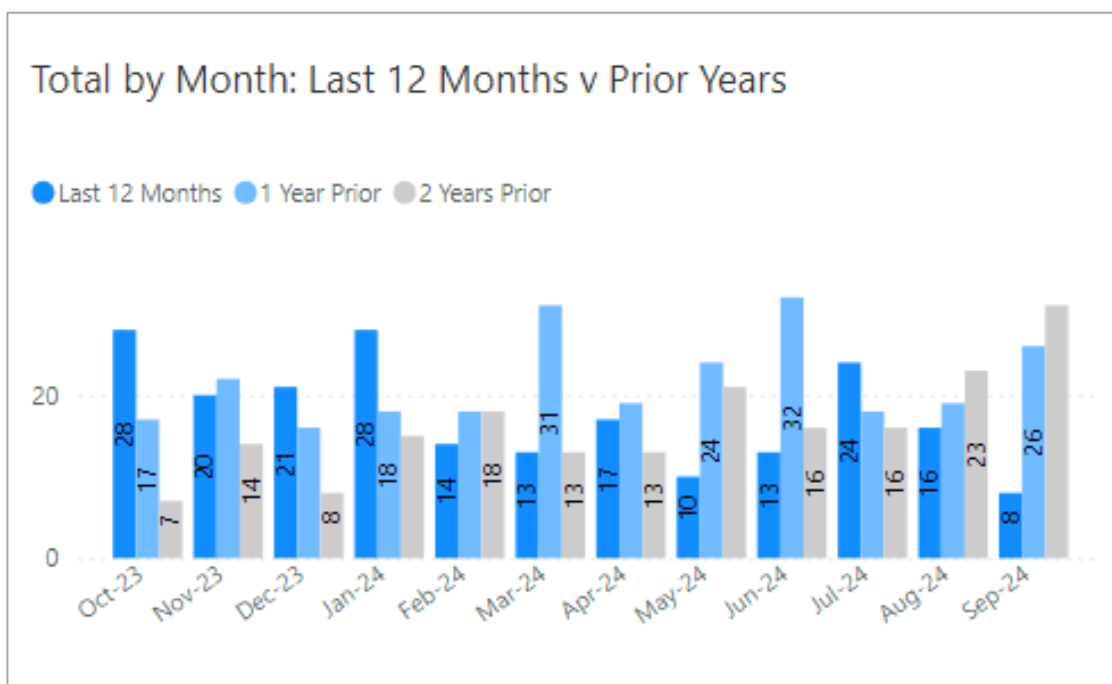
- 'Under occupancy charge' (42)
- 'Rent advance/deposit' (34)
- 'Debt' (25)

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- 'Budgeting issues' (19)
- 'Other' (16)



For Q2, 2024/25, the top 4 referral reasons were:

- 'Under occupancy charge' (9)
- 'Rent advance/deposit' (7)
- 'Budgeting issues' (7)
- 'Other' (7)

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. We are also working alongside Citizens Advice to distribute the Household Support Fund payments.

## 4. Organisational priorities

### 4.1. 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.

**4.2. Wider organisational measures**

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 legacy dashboard to a new Power BI dashboard. Power BI is an interactive data visualisation software product with a primary focus on business intelligence. We have undertaken a review of all the data currently held on the two dashboards and are working on a programme for moving all relevant measures over to PBI, in line with the priorities and measures identified in the new Council Plan. There are currently 43 measures and associated measures available on PBI (including complaints and accidents) but planning measures are being built during October and the number will increase during Q3 as wider reviews of data and performance continue.

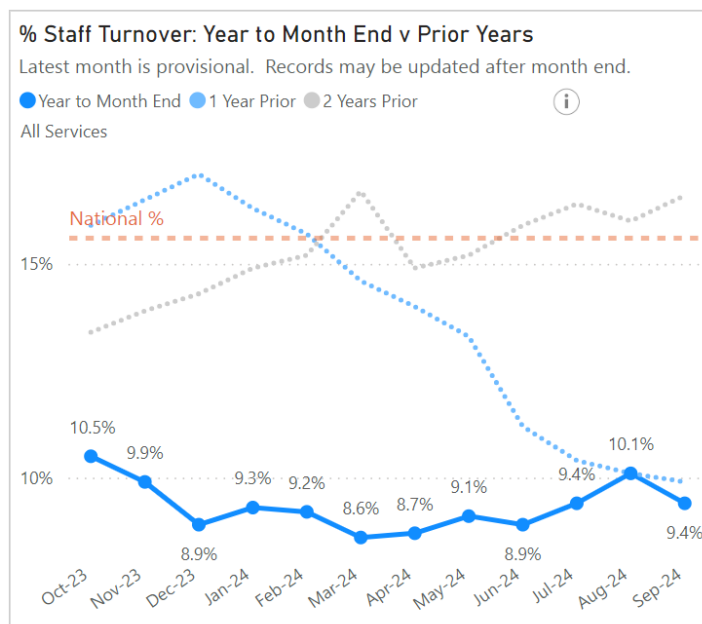
**Performance measure**

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

**Update:** The current overall percentage of staff able to work in an agile way is 56%. This measure is aligned with the ongoing agile project.

**Performance measure**

- Staff turnover rates in relation to national rates





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

## **Performance measure**

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

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

Year	Satisfied
2021	47.4%
2022	38.6%
2023	35.5%

**Update:** Data is extracted from the annual community survey. National satisfaction with LA's, according to the Local Government Chronicle is currently at 40%. The 2023 survey was carried out in Oct/Nov 23; the satisfaction rate has dropped slightly. The reason for this is unclear but corporately there is a new quarterly approach to corporate surveys to try to increase the response rate and get a broader understanding of the customer experience.

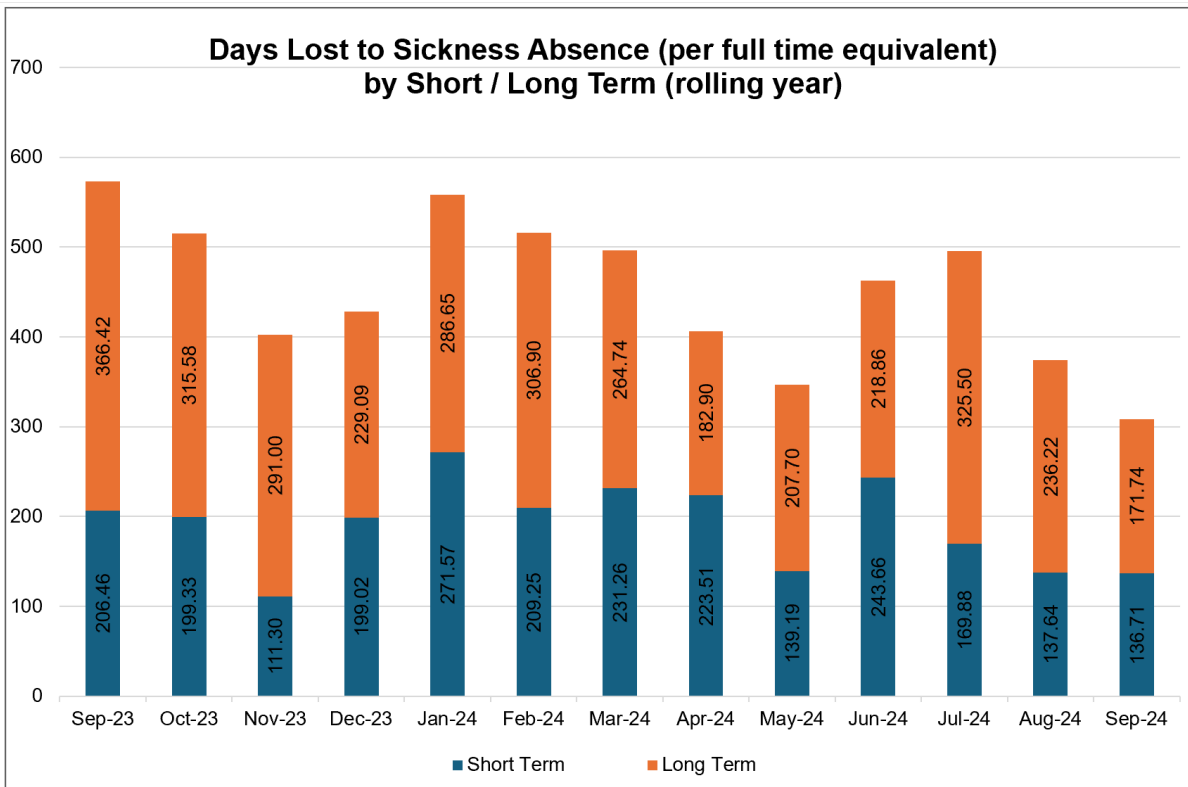
## **Performance measure**

- Sickness absence

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**Update:** From 1st September a new service area for Regeneration & Property Services was created. Regeneration staff started 1 September 2024. This area will include from 1st October 2024 Property Services and Business Development staff which have moved from Legal & Democratic Services (formerly Legal, Democratic & Property Services).

## 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 2024	2417	0.34	04:43	6.05	07:18
Aug 2024	2497	0.39	04:48	6.43	07:51
Sep 2024	2524	0.26	03:35	6.66	08:09

### 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. Jul-Sep is a busy time

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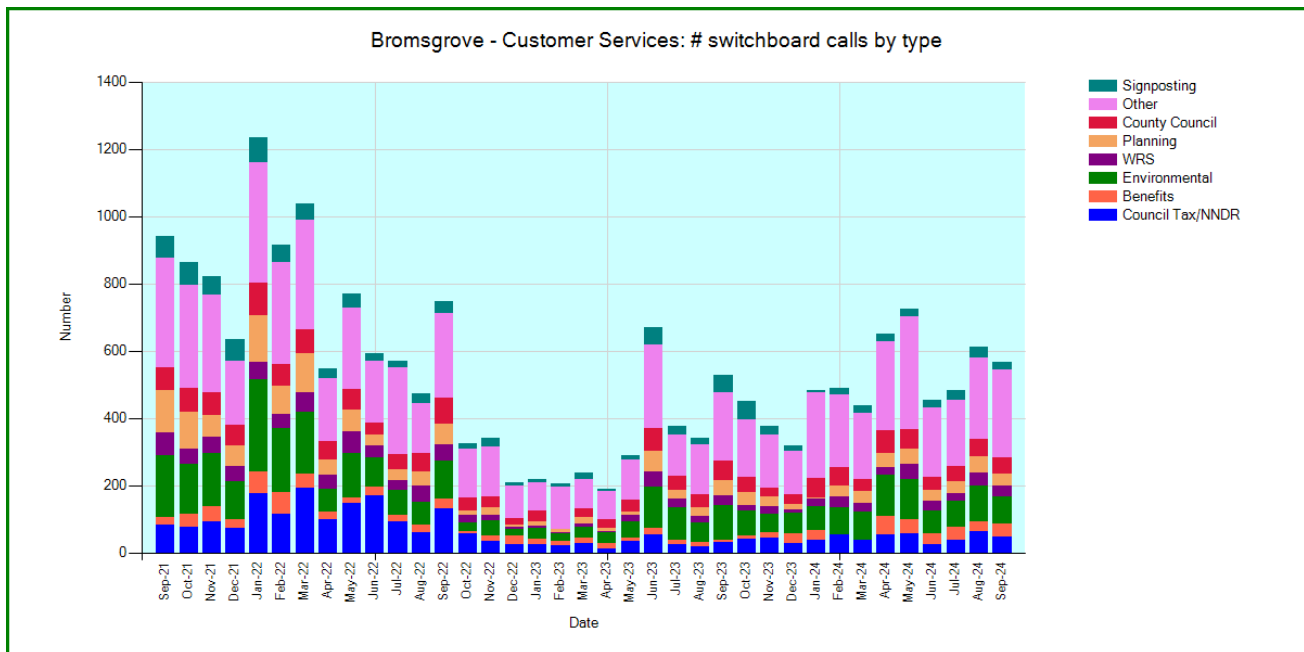
for calls as residents receive reminders and are making special payment arrangements, hence the increase in time taken per call.

### 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 2024	1143	0.02	00:34	1.97	00:57
Aug 2024	1031	0.02	00:42	1.82	01:00
Sep 2024	1057	0.02	00:39	1.94	01:07

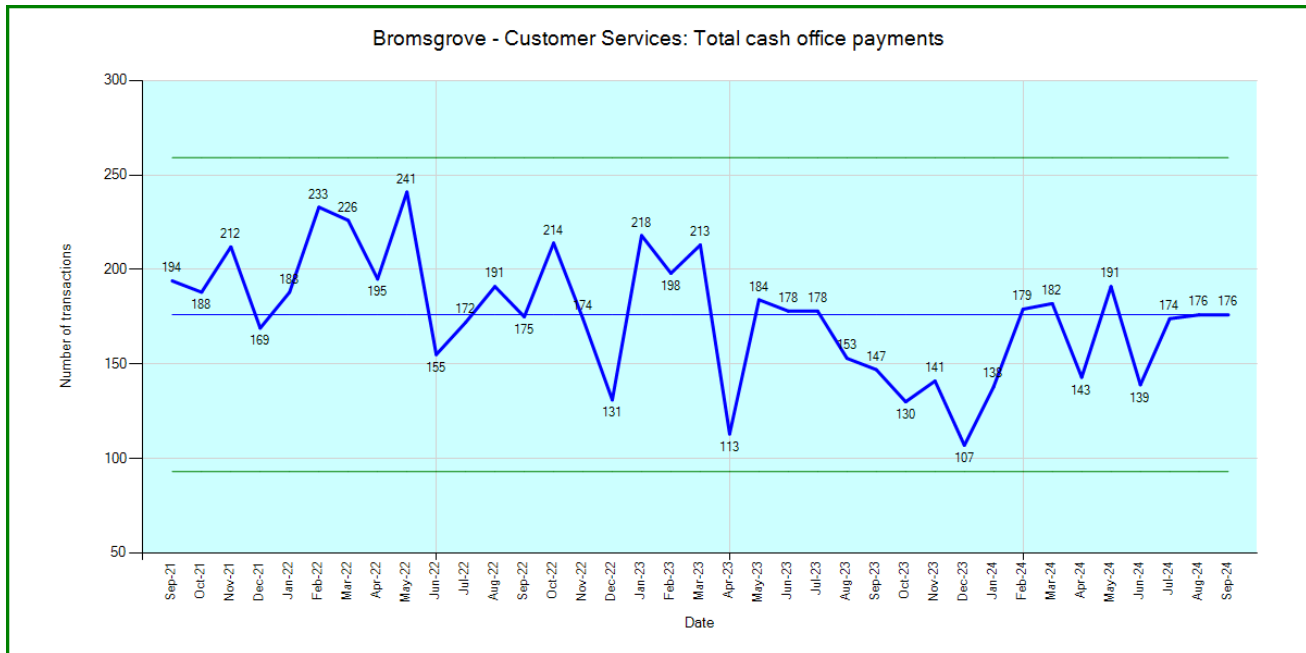
**Switchboard** - The service met expectations with regards to answering calls during the quarter. 2 FTE officers that provide switchboard service across both Bromsgrove and Redditch Switchboard.



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**Update:** Cash and card transactions at Bromsgrove Cashiers remain low with an average of 8 transactions per working day. 38% cash, 62% pay by card. Data excludes postal cheque payments. All of these payments could be made at paypoint, payzones, post offices, online or via the automated telephone payment line.

### Corporate Project Oversight & Monitoring

The table below provides a summary of the fifteen corporate projects, as of 23rd October 2024. The majority of projects are shown as amber relating to overall status.

Projects	Overall Status	
	RAG	
	No	%
Red	3	20 %
Amber	8	53 %
Green	4	27 %

The projects identified as red all relate to Redditch:

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- New cemetery, Redditch
- Digital Manufacturing and Innovation Centre (Redditch) as projected to exceed original £10m budget
- Redditch Train Station Site as on hold due to sewer issue.

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## Appendix G - New Corporate Plan Measures

Measure	Owner	Comments
Monitor the number of jobs created by supported businesses		Quarterly
Business births, deaths & survival rates		Annual
Earnings (by residence & place of work)		Annual
Track the delivery of the Centres Strategy action plan		Quarterly
Community and business engagement		Annual survey
Tracking affordability index - house prices, rental costs		Quarterly
Monitor Housing supply		Annual
Number of private, affordable, and social houses delivered each year		Annual
Number in temporary accommodation		Quarterly
Number of homeless preventions		Quarterly
Number of empty homes		Quarterly
Grant funding for energy improvements of Private Housing		Quarterly
Number of enforcement cases, planning and environment (number opened, number closed, number open for investigation)		Quarterly
Time taken to remove Fly-tipping		Quarterly
Track delivery of the actions in the Environment Act 2021 project		Quarterly
Reduction in the amount of waste generated by households		Quarterly
Percentage of household waste recycled or composted		Quarterly
Track the delivery of the Carbon Reduction Strategy action plan		Annual
Energy efficiency improvements in municipal buildings, facilities, and public infrastructure		Biannual
Increase Community Engagement and Awareness around the environment		Quarterly & Quarters 2 & 4 Corporate Surveys
Report on the stages of the new Local Plan development & adoption		Biannual
Monitor the rate of planning approvals and appeals in alignment with the agreed policies and proposals (domestic & business)		Quarterly Inc By Type
Track investment in infrastructure projects identified in the local plan (including section 106 monies spent)		Annual
Track the delivery of the Parks and Open Spaces Strategy action plan		Quarterly
To Achieve the Green Flag Award for the following parks: Sanders Park, Lickey End LNR, St Chads Park, Rubery and King George Vth Park over the next 10 years		Annual
Engagement with WCC on the implementation of the Local Cycling & Walking Infrastructure Plan (LCWIP) and the development of the Local Transport Plan 5		Biannual