

Open

Overview & Scrutiny Committee

Agenda

6pm
Thursday, 8 June 2023
Council Chamber
Wyre Forest House
Finepoint Way
Kidderminster



Overview & Scrutiny Committee

Members of Committee:

Chairman: Councillor N Martin
Vice-Chairman: Councillor F M Oborski MBE

Councillor V Caulfield

Councillor N J Desmond

Councillor N Gale

Councillor D Little

Councillor D Russell

Councillor G Connolly

Councillor H E Dyke

Councillor P Harrison

Councillor C Rogers

Councillor L Whitehouse

Would Members please note that, to ensure continuity in scrutiny, substitutes should only be appointed for the Scrutiny Committee in exceptional circumstances.

Information for Members of the Public:

Part I of the Agenda includes items for discussion in public. You have the right to inspect copies of Minutes and reports on this Agenda as well as the background documents used in the preparation of these reports.

Part II of the Agenda (if applicable) deals with items of "Exempt Information" for which it is anticipated that the public may be excluded from the meeting and neither reports nor background papers are open to public inspection.

Disclosure of Interests

Members and co-opted Members of the Council are reminded that, in accordance with the Council's Code of Conduct and the statutory provisions of the Localism Act, they are required to consider in advance of each meeting whether they have a disclosable pecuniary interest (DPI), an other registrable interest (ORI) or a non-registrable interest (NRI) in relation to any matter on the agenda. If advice is needed, Members should contact the Monitoring Officer in good time before the meeting.

If any Member or co-opted Member of the Council identifies a DPI or ORI which they have not already registered on the Council's register of interests or which requires updating, they should complete the disclosure form which can be obtained from Democratic Services at any time, copies of which will be available at the meeting for return to the Monitoring Officer.

Members and co-opted Members are required to disclose any DPIs and ORIs at the meeting.

Where the matter relates to a DPI they may not participate in any discussion or vote on the matter and must not stay in the meeting unless granted a dispensation.

Where the matter relates to an ORI they may not vote on the matter unless granted a dispensation.

Where a Member or co-opted Member has an NRI which directly relates to their financial interest or wellbeing, or that of a relative or close associate, they must disclose the interest at the meeting, may not take part in any discussion or vote on the matter and must not stay in the meeting unless granted a dispensation.

Where a matter affects the NRI of a Member or co-opted Member, the Code of Conduct sets out the test which must be applied by the Member to decide whether disclosure is required. Again please ensure you have spoken in advance to the relevant legal advisor.

Co-opted Members

Scrutiny Committees may wish to appoint Co-Opted Members to sit on their committee in order to add value to the scrutiny process. To appoint a Co-Opted Member, a Committee must first agree to appoint either a specific person or to approach a relevant organisation to request that they put forward a suitable representative (e.g. the local Police Authority). Co-Optees are non voting by default but Committees can decide to appoint voting rights to a Co-Optee. The Co-Option of the Member will last no longer than the remainder of the municipal year.

Scrutiny Committees can at any meeting agree to terminate the Co-Option of a Co-Opted Member with immediate effect. Where an organisation is appointed to put forward a Co-Opted Member, they are able to send a substitute in exceptional circumstances, provided that they notify Democratic Services in advance. Co-Opted Members must sign up to the Members Code of Conduct before attending their first meeting, failure to sign will mean that they are unable to participate. This also applies to substitute Co-Opted Members, who will need to allow sufficient time before a meeting in order to sign the Code of Conduct.

The following will apply:

- i) The total number of voting co-opted members on any Scrutiny Committee will not exceed 25% at any one time.
- ii) The total number of voting Co-opted Members on any Review Panel will not be limited.
- iii) Those Co-opted Members with voting rights will exercise their rights in accordance with the principles of decision making set out in the constitution.

For Further information:

If you have any queries about this Agenda or require any details of background papers, further documents or information, you should contact Karen Morton, Assistant Committee Services Officer, Wyre Forest House, Finepoint Way, Kidderminster, DY11 7WF. Telephone: 01562 732740 or email karen.morton@wyreforestdc.gov.uk

Wyre Forest District Council

Overview & Scrutiny Committee

Thursday, 8 June 2023

Council Chamber, Wyre Forest House, Finepoint Way, Kidderminster

Part 1

Open to the press and public

Agenda item	Subject	Page Number
1.	Apologies for Absence	
2.	Appointment of Substitute Members To receive the name of any Councillor who is to act as a substitute, together with the name of the Councillor for whom he/she is acting.	
3.	Declarations of Interests by Members In accordance with the Code of Conduct, to invite Members to declare the existence and nature of any disclosable pecuniary interest (DPI), an other registrable interest (ORI) or a non-registrable interest (NRI) in relation to any matter on the agenda. Please see the Members' Code of Conduct as set out in Section 14 of the Council's Constitution for full details.	
4.	Minutes To confirm as a correct record the Minutes of the meeting held on the 2 nd March 2023.	6
5.	Budget and Performance Monitoring Fourth Quarter 2022-23 To receive a briefing from the Head of Resources and s151 Officer on the Council's financial and other performance at the end of Quarter 4 ending 31 st March 2023 and to present the provisional draft (pre audit) outturn position for the 2022-23 financial year.	10
6.	Review of inclusive play equipment in the parks owned by WFDC To receive a briefing from the Head of Community & Environment in order to consider a review of inclusive play equipment in the parks owned by WFDC and to establish a review panel.	48
7.	Work Programme To review the work programme for the current municipal year with regard to the Corporate Plan Priority, Annual Priorities and the Forward Plan.	52

8.	<p>Press Involvement</p> <p>To consider any future items for scrutiny that might require publicity.</p>	
9.	<p>To consider any other business, details of which have been communicated to the Solicitor of the Council before the commencement of the meeting, which the Chairman by reason of special circumstances considers to be of so urgent a nature that it cannot wait until the next meeting.</p>	
10.	<p>Exclusion of the Press and Public</p> <p>To consider passing the following resolution:</p> <p>“That under Section 100A(4) of the Local Government Act 1972 the press and public be excluded from the meeting during the consideration of the following item of business on the grounds that it involves the likely disclosure of “exempt information” as defined in paragraph 3 of Part 1 of Schedule 12A to the Act”.</p>	

Part 2

Not open to the Press and Public

11.	<p>To consider any other business, details of which have been communicated to the Solicitor of the Council before the commencement of the meeting, which the Chairman by reason of special circumstances considers to be of so urgent a nature that it cannot wait until the next meeting.</p>	
-----	---	--

WYRE FOREST DISTRICT COUNCIL

OVERVIEW & SCRUTINY COMMITTEE

COUNCIL CHAMBER, WYRE FOREST HOUSE, FINEPOINT WAY, KIDDERMINSTER

2 MARCH 2023 (6PM)

Present:

Councillors: M J Hart (Chairman), S E N Rook (Vice-Chairman), J Aston, V Caulfield, N J Desmond, P Dyke, C Edginton-White, S Miah, T L Onslow, C Rogers, D Ross and D R Sheppard.

Observers:

Councillors: A Coleman, R H Coleman, H E Dyke, F M Oborski MBE and M Rayner.

Observed remotely: Councillors: B Brookes and I Hardiman.

OS.51 Apologies for Absence

There were no apologies for absence.

OS.52 Appointment of Substitutes

No substitutes were appointed.

OS.53 Declarations of Interests by Members

Councillor T Onslow declared, in respect of agenda item 9 – Localism including Bewdley Leisure Centre, that she is the Cabinet Member for Education for Worcestershire County Council and has an interest in recommendations to transfer Bewdley Leisure Centre to Bewdley High School Foundation.

Councillor M Hart declared, in respect of agenda item 9 – Localism including Bewdley Leisure Centre, that he is a member of Wolverley and Cookley Parish Council and is involved with the transfer title concerning Cookley allotments, as well as having an interest in the disposal of Brown Westhead Park.

Councillor M Hart also declared, in the interests of transparency, in respect of agenda item 9 – Localism including Bewdley Leisure Centre, that Worcestershire Football Association sub lease with Kidderminster Athletic Football Club and that his son plays football with KAFC, which is relevant for discussions concerning Habberley Playing Fields and Brown Westhead Park.

OS.54 Minutes

Decision: The minutes of the meeting held on 2 February 2023 be confirmed as a correct record and signed by the Chairman.

OS.55 Annual Review of the North Worcestershire Community Safety Partnership 2022/23

The Community & Strategic Projects Manager delivered a presentation on the annual review of the North Worcestershire CSP (NWCSP) 2022/23, highlighting key areas for particular attention such as new and emerging initiatives and policy & planning and she gave a number of project updates. The Community & Strategic Projects Manager advised that a copy of the presentation would be sent out with the minutes of the meeting.

The Committee was given opportunity to raise questions, to which the Community & Strategic Projects Manager, the Head of Community & Environment Services and the Head of Strategic Growth provided responses. The Community & Strategic Projects Manager also agreed to send the Community Trigger guidance and application form for members to understand the process. Following further discussion, the Community & Strategic Projects Manager will consider road safety and life skills education for young people via the KDYT run Detached Youth work which is commissioned by the Community & Strategic Projects Manager and funded by the NWCSP's grant funding from the PCC.

Agreed: The Overview and Scrutiny Committee noted the draft Cabinet report.

OS.56 Draft Budget and Performance Monitoring Third Quarter 2022-23

The Committee considered a draft of a Cabinet Report from the Head of Resources and s151 Officer on the Council's financial and other performance at the end of Quarter 3 ending 31st December 2022. The report also presented the current projected outturn position for the 2022-23 financial year.

Councillor Ben Brookes (observing remotely) left the meeting at 6.50pm.

The Committee fully scrutinised the report and the Head of Resources, the Head of Strategic Growth and the Head of Community & Environment Services were able to provide members with verbal responses to their questions.

Councillor Shazu Miah left the meeting at 7.11pm

Agreed: The Overview and Scrutiny Committee noted the draft Cabinet report.

OS.57 Chaddesley Corbett Revised Neighbourhood Plan 2022 to 2036 – Referendum

The Committee considered a report from the Head of Strategic Growth to seek agreement that the Chaddesley Corbett Neighbourhood Plan should be made part

of the Development Plan for Wyre Forest District following the referendum which was held on Wednesday 8 February 2023.

The Senior Planning Policy Officer presented the report and outlined the key issues. The Committee discussed the report and took the opportunity to question the Head of Strategic Growth and the Senior Planning Policy Officer on the report.

Councillor Shazu Miah re-joined the meeting at 7.14pm

Councillor David Ross left the meeting at 7.14pm

Councillor David Ross re-joined the meeting at 7.15pm

Agreed: The Overview and Scrutiny Committee noted the draft Cabinet report.

OS.58 Report on Local Enforcement Plan

The Committee considered a draft of a Cabinet report from the Head of Strategic Growth that sought approval to adopt the Local Enforcement Plan.

The Senior Development Management Officer presented the report and outlined the key issues. The Committee discussed the report and took the opportunity to question the Head of Strategic Growth and the Senior Development Management Officer on the report.

Agreed: Recommend to Cabinet that: The Overview and Scrutiny Committee support the proposed recommendation at Item 2.1 of the report and that Cabinet approve the adoption of the Local Enforcement Plan on the basis that:

- **Regular updates are provided to Members and Parish Councils.**
- **A clearer timeline is provided to complainants and incorporated in the Enforcement Process flow chart.**

The Chairman announced a 2-minute break in proceedings at 7.44pm.

OS.59 Localism Including Bewdley Leisure Centre

The Committee considered a draft of a Cabinet report from the Chief Executive that sought agreement to various asset transfers and disposals as part of the localism agenda.

The Community and Environment Strategic Manager presented the report and outlined the key issues. The Committee fully scrutinised and discussed the report at length, with many reservations, and took the opportunity to question the Community and Environment Strategic Manager, the Head of Community and Environment Services and the Community and Strategic Projects Manager on the report.

Agreed: Recommend to Cabinet that: The Overview and Scrutiny Committee invite Cabinet to seriously consider whether this report is even tabled at the

meeting on 21 March 2023, given there is still time to make adjustments. However, if the Leader decides to include this item on the Cabinet agenda, the Scrutiny Committee strongly recommend that Cabinet do not proceed with Items 2.1, 2.2, 2.3, 2.4 and 2.6 of the report.

OS.60 Work Programme

The Committee reviewed and noted the work programme for the remainder of the municipal year. The Chairman advised that if there were no items to consider in April, the meeting would be cancelled.

The Chairman took the opportunity to thank Committee members and the Officers for all their hard work and involvement over the past 4 years.

OS.61 Press Involvement

There were no further items for scrutiny that might require publicity.

There being no further business, the meeting ended at 8.40pm.

Report of: Helen Ogram, Head of Resources and s151 Officer

Date

08/06/2023

Open

Budget and Performance Monitoring Fourth Quarter 2022-23

Summary

Attached is a draft of a Cabinet report on this subject, which Cabinet is expected to consider on 13 June 2023.

The Overview and Scrutiny Committee is invited to consider the report and provide recommendations to Cabinet.

Officer contact details

Name: Helen Ogram

Title: Head of Resources and s151 Officer

Contact number: 01562 732907

WYRE FOREST DISTRICT COUNCIL

**OVERVIEW AND SCRUTINY COMMITTEE
8th JUNE 2023**

**CABINET
13th JUNE 2023**

Budget and Performance Monitoring Fourth Quarter 2022-23

OPEN	
CABINET MEMBER:	Cabinet Member for Finance and Capital Portfolio
RESPONSIBLE OFFICER:	Head of Resources and s151 Officer
CONTACT OFFICERS:	Helen Ogram Ext. 2907 Helen.Ogram@wyreforestdc.gov.uk Kath Pearsall Ext.2165 Kathryn.pearsall@wyreforestdc.gov.uk Lisa Hutchinson Ext. 2120 Lisa.Hutchinson@wyreforestdc.gov.uk Rhiannon Foxall Ext. 2786 Rhiannon.foxall@wyreforestdc.gov.uk
APPENDICES:	Appendix 1 - Wyre Forest District Council Revenue Budget Total Requirements - District Council Purposes Appendix 2 – Revenue budget variations Appendix 3 - Capital Programme Appendix 4 - Budget Risk Matrix Appendix 5 – Income analysis Appendix 6 – Outstanding debt Appendix 7 – How we are doing performance reports <i>The appendices to this report have been circulated electronically and a public inspection copy is available on request. (See front cover for details.)</i>

1. PURPOSE

- 1.1 The purpose of the report is to brief members on the Council’s financial and other performance at the end of Quarter 4 ending 31st March 2023 and to present the provisional draft (pre audit) outturn position for the 2022-23 financial year.
- 1.2 The report sets out the income and expenditure against the Revised Budget for 2022-23 for revenue expenditure and against the Capital Programme approved by Council on 22nd February 2023.

Revenue – The draft revenue outturn position is **in line** with the revised budget reported in the 2023-26 MTFs. The year-end position on services **before** the level of working balance and general risk reserves are considered is £450k better than the position reported in the 2023-26 MTFs, this is an improvement over the position reported at Quarter 3 and projected at month 11. However, **after** applying an inflationary uplift to the working balance and setting aside a sum to contribute to the cost of pay negotiations in 2023-24, there is no overall variance to report.

Capital – The latest Capital Programme for 2022-23 (detailed in Appendix 2) stands at £25.099m, however £3.908m of this was identified at quarter 3 to be reprofiled into 2023-24. There has been further slippage in the programme in Quarter 4 and in total £19.816m will be reprofiled into 2023-24. Actual expenditure at the year end was £5.283m.

- 1.3 The report also briefs members on current progress against the savings and efficiency targets being delivered by the Wyre Forest Forward Programme and the Localism agenda. The Wyre Forest Forward target and Localism savings for 2022-23 has been achieved through a combination of recurring and non-recurring savings.
- 1.4 The report also includes the quarterly “How are we doing?” performance report. This report allows both Cabinet and Overview and Scrutiny Committee a rounded view of the Council’s performance including its financial position.

2. RECOMMENDATIONS

- 2.1 **The Overview and Scrutiny Committee is invited to consider the information in this report and provide any recommendations to Cabinet in respect of paragraphs 2.2 and 2.3 below.**
- 2.2 **The Cabinet is asked to NOTE:**
 - 2.2.1 **The projected budget variations and comments within this report and appendices 1 to 6.**
 - 2.2.2 **The performance against measures and actions as set out in the report and appendix 7.**

3 BACKGROUND

- 3.1 Budget projections are reviewed regularly and reported to Cabinet on a quarterly basis. The 2022-23 Revised Budget was approved by Council on 22nd February 2023 as part of the MTFS 2023-26. Performance is measured against the Revised Budget presented within the 2023-26 Strategy (Appendix 1).
- 3.2 The political turmoil seen during quarters 1 and 2 settled towards the end of the year but the sluggish growth in the economy, continuing inflationary pressures and widespread industrial action has meant pressure on household finances has continued and demand and pressure on services has remained high. High Inflation largely reflects the ongoing impact of the surge in the cost of natural gas imports and the cost of foodstuffs after Russia’s invasion of Ukraine.
- 3.3 The Bank of England now predicts that inflation will fall quickly during 2023 and be around 5% by the end of the year and reach the 2% target by the end of 2024. The measures introduced to support households with energy prices this winter have mitigated some of the demand led pressures on services, but we continue to see increased demand for support for those most in need.
- 3.4 The draft revenue outturn position is in line with the revised budget. The net service expenditure saving before movements to and from reserves is £450k and is an improvement over the quarter 3 projection. The savings are being used to increase the working balance in line with inflation (£150k) to ensure that the same degree of mitigation against risks facing the council is maintained in light of the impact of the

prevailing rate of inflation on costs. The remaining £300k is being transferred to a risk reserve to limit the impact of the April 2023 pay award on 2023-24 budgets. The initial employers pay offer was above the provision built into the MTFs and whilst the final outcome of negotiations is unknown it is unlikely to be lower than the initial offer.

- 3.5 The balanced budget presented in the Medium-Term Financial Strategy 2023-26 focuses on ensuring that the Council optimises the full range of income sources that affect its overall budget including Council Tax and Business Rates revenue, Government funding and other external specific grants, fees and charges and other elements of income from activities including returns from treasury investments.
- 3.6 During 2022-23 Wyre Forest District Council was a member of the Pan-Worcestershire business rates pool and received a share of any growth in rateable value achieved. Any gain is shared between the County Council, the Fire authority and the 6 District Councils.
- 3.7 Income from business rates is better than the position previously estimated due to a significant reduction in the provision held for appeals. The district share of this income will be carried forward to future years. The 50% levy we pay to the business rates pool is charged to the 2022-23 financial year and will be met from the business equalisation reserve, established to smooth these timing differences between the payment of levy and the recognition of income.
- 3.8 The 2023-26 Medium Term Financial Strategy makes prudent assumptions about the lease income that is expected to be generated from the Capital Portfolio Fund. The draft outturn position shows that the portfolio failed for the first time to break even after the cost of borrowing is taken into account. The uncertainty and ongoing risk inherent in this income stream is recognised. We continue to work to ensure that current financial performance, specifically the impact on the MTFs, is clearly presented.
- 3.9 A revised Capital Strategy 2023-33 was approved by Council on 22nd February 2023. The revised Strategy covers all capital expenditure and sets out reporting and planning for financial risk implications in relation to non-treasury investments.

4 FINANCIAL PERFORMANCE

4.1 Revenue Overview

The Revenue Summary presented below shows net expenditure by reporting group and where some costs are funded by reserves this is incorporated.

The following table details the draft (pre audit) outturn position with variances against the revised budget approved by Council on 22nd February 2023. The projection is based on known and emerging cost pressures and cost reductions or income growth:

Agenda Item No. 5

SERVICE REPORTING GROUP	Original Budget	Revised Budget	Q3 Outturn Projection	Month 11 Outturn Projection	Draft (Pre-audit) Outturn	Outturn to Revised Variance
	£000	£000	£000	£000	£000	£000
Chief Executive and Solicitor to the Council	1,294	2,314	2,302	2,314	2,356	42
Community and Environment	4,660	4,837	4,822	4,837	4,392	(445)
Economic Development and Regeneration Resources	(94)	284	284	284	172	(111)
Revenues Benefits and Customer Services	2,940	2,611	2,608	2,611	2,817	206
Strategic Growth	978	1,034	1,048	1,034	994	(40)
Capital Account	1,894	1,847	1,842	1,847	1,788	(59)
	355	(525)	(525)	(525)	(568)	(43)
SERVICE TOTALS	12,027	12,402	12,381	12,402	11,951	(450)
Increase in working balance (inflationary increase)						150
Increase General Risk reserve re Employers pay offer						300
NET CHANGE IN USE OF RESERVES						0

4.2 **Capital programme** – progress of spend against capital programme is summarised below:

REPORTING GROUP	2022-23 latest Capital Programme (including slippage & reprofiling)	Full Year Actual
	£	£
Community and Environmental Services	768,850	(9,209)
Strategic Growth	5,667,290	1,446,531
Economic Development and Regeneration	16,978,140	2,561,161
Resources And Revenues, Benefits and Customer Services	784,140	531,663
Vehicle, Equipment and Systems Renewal Schedule	900,900	752,801
Total	25,099,320	5,282,947

Supply and inflationary pressures have created some significant risks for the Council's capital programme, such as increasing costs for construction and equipment renewals. Full detail of scheme progress is provided in Appendix 3 to this report.

The majority of the Council's Capital Programme is financed from either borrowing or capital grants. There are revenue implications from capital expenditure funded from borrowing through interest charges and the statutory Minimum Revenue Provision (MRP).

5. RESERVES POSITION

General Reserves

5.1 The table below provides key information relating to the draft (pre audit) outturn position.

Reserves Statement	2022-23 £	2023-24 £	2024-25 £	2025-26 £
Reserves as at 1st April	3,840,860	3,479,110	3,320,100	2,925,250
Contribution to/(from) Reserves (MTFS 2023-26)	(372,750)	(159,010)	(394,850)	(939,040)
Reserves as at 31st March - MTFS 2023-26	3,468,110	3,309,100	2,914,250	1,975,210
Draft Outturn – no change	-			
Reserves as at 31st March - Draft Outturn	3,468,110	3,320,100	2,925,250	1,986,210

Earmarked Reserves

- 5.2 The Council's earmarked reserves held at 1st April 2022 totalled £15.314m. The balance included some exceptional balances in relation to Covid grants from DLUHC and Business Rates reserves including those held in respect of the time lag inherent within the current Business Rates Retention (BRR) system.
- 5.3 A General Risk Reserve is held to meet one-off unexpected costs and to manage most future operational risks. Allocations against the reserve are approved by the Corporate Leadership Team. Following in year allocations and top-ups the current level of the General Risk Reserve is £2.188m and includes a £300k addition from final account savings in respect of the April 2023 pay award.

Earmarked Reserves	Reserves b/f at 01/04/22	Quarter 4 Spend	New Reserves Added	Commitments outstanding	Balance available
	£000	£000	£000	£000	£000
External Funding	1,860	402	(554)	567	1,445
Shared Service	480	127	(114)	193	275
WFDC Budget	2,777	574	(1,556)	554	3,205
Innovation Fund	1,054	60	(185)	472	706
General Risks	1,820	(60)	(419)	111	2,188
Sub Total	7,991	1,103	(2,829)	1,897	7,820
Covid Reserves	239	80	(123)	0	281
Business Rates Reserves	7,085	3,889	0	109	3,087
Total	15,314	5,073	(2,952)	2,006	11,188

Information and Analysis – Financial Performance Summary

6. REVENUE DETAIL

- 6.1 The Final Accounts Outturn position for 2022-23 is in line with the revised budget in the approved Medium Term Financial Strategy (no overall variance to report). The saving in the cost of services before the level of reserves and balances is considered was £450k. Full details of all service variances are provided in Appendix 2. Achieving a reduction in the cost of services has been achieved by prudent budget management, some income growth and additional government un-ringfenced funding. The saving will be used to increase the working balance in line with price inflation (£150k), with £300k being reserved to meet additional pressure on budgets from pay pressures in 2023-24. This is welcome given the scale of required future cost reductions on top of those already made by the Council and the additional

pressures on budgets from high inflation and wage growth. The Council has seen a steady reduction in its core funding over recent years and the overall reduction in Central Government grants over the last decade continues to have a significant impact on the way we are able to fund our services. The Medium-Term Financial Strategy was updated in February and the 2023-26 MTFS forecasts a funding gap of £1.8m by 2025-26 unless the savings targets in the MTFS are achieved. Meeting these targets will need significant transformation in the way services are delivered. The increase in the working balance and the increase in risk reserves to buffer the impact on budgets of the latest round of pay negotiations will help the council to respond to the pressures that cost-of-living increases and high inflation are now placing on Council finances.

6.2 Included within Appendix 2 is the identification of the significant variances against the Revised Budget for 2022-23. These variances include:

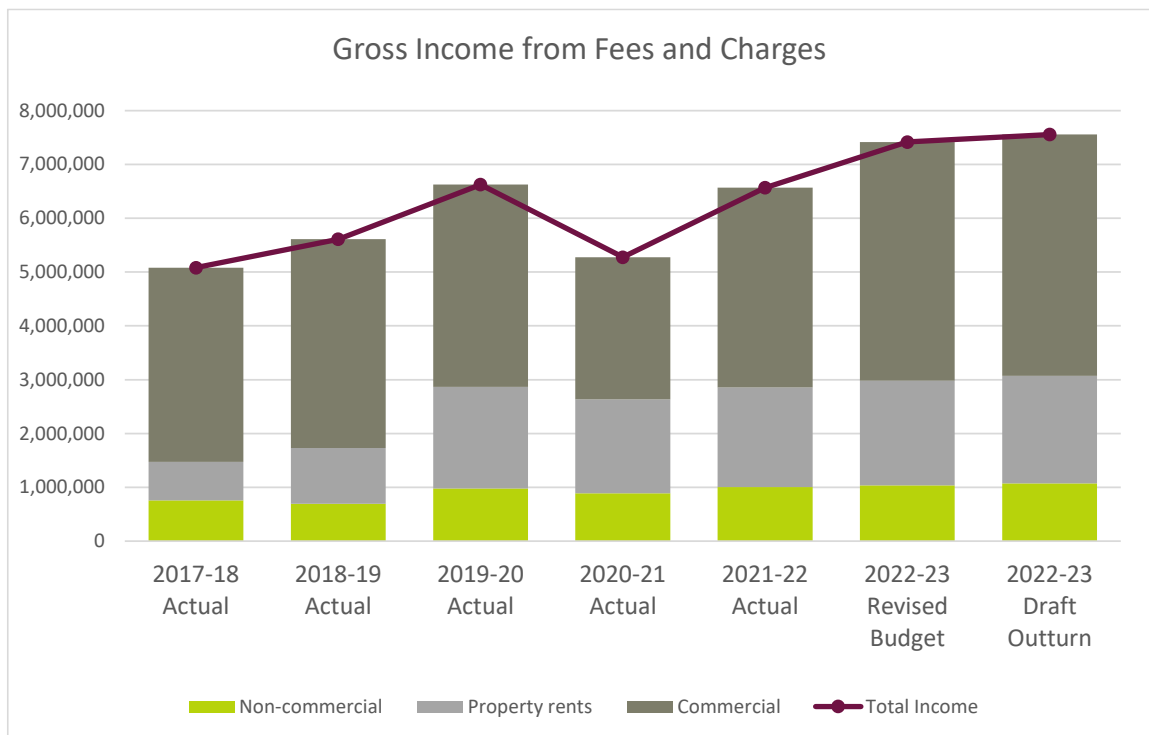
- i) Positive pay variance of £244k.
Reductions have been made in expenditure across the authority but most notably in Community Well-being and Environment where recruitment has taken longer than anticipated for operational and management posts. The savings include pay and reduced pension costs.
- ii) Increased bad debt provision £111k
Increases have been necessary to reflect the impact on businesses and residents of current economic conditions
- iii) Reduced saving on prepayment of pension fund of £26k.
Increase resulting from in year reconciliation of upfront payment of employer's pension contributions.
- iv) Community Well-being and Environment – favourable variance of £257k (£445k including pay variances and admin)
There are a number of favourable variances across these services including £144k improved income position across Season tickets, Trade, Garden and Domestic waste and a net saving (£30k) from grounds maintenance. Details of all major variances are set out in Appendix 2.
- v) Strategic Growth – positive variance of £50k (£44k including pay and admin variances)
There are favourable variances in relation to the income position from Planning fees (£52k) and a negative variance due to a shortfall in Land Charges income. Details of all major variances are set out in Appendix 2.
- vi) Economic Development and Regeneration – positive variance of £107k (£111k including pay and admin variances)
There are favourable variances across the services including additional net income from property (£32k) and pay due to on-going recruitment delays for some professional posts. Details of all major variances are set out in Appendix 2.
- vii) Additional External treasury investment Interest/lower interest paid on loans of £243k
Additional interest on treasury investments has resulted from slightly longer durations, robust treasury management of funds, consecutive interest rate rises and delays to the externally funded regeneration programmes. In

addition, lower level of external borrowing compared to budget assumptions. £200k of the additional interest generated has been transferred to revenue programme contingencies for the externally funded regeneration schemes.

7. REVENUE DETAIL - External Income

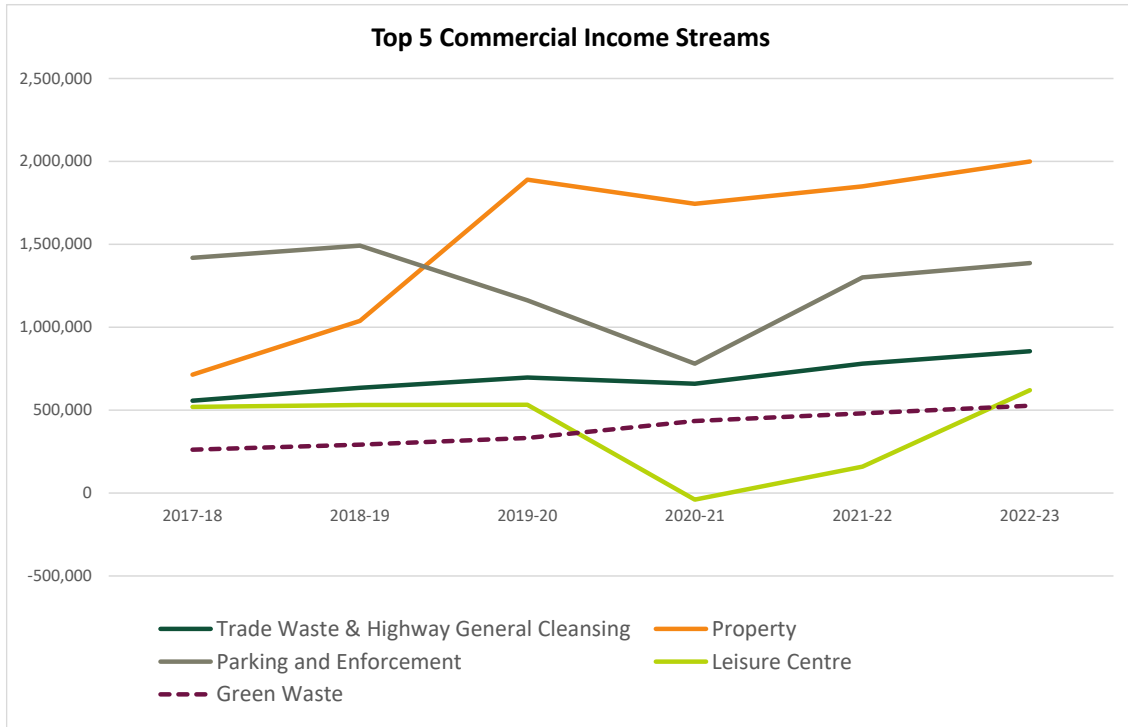
7.1 External Income is an important element within the finances of the Council, it affects the level of resources available to fund services and makes an important contribution to a balanced budget. The Covid-19 pandemic had a significant impact on demand led income streams and also on the revenue received from the management agreement for Wyre Forest Leisure Centre. In general income has recovered well however the position is mixed and some of the fees and charges from commercial activities have not returned to pre pandemic levels. The summary revised budget and draft outturn position is shown in the graph below. Overall, performance was ahead (£138,818) of the target approved by Council in February. The majority of this growth is in relation to rent reviews on commercial property leases, a prior year receipt in respect of the leisure centre and an upturn in take-up of car park season tickets.

Summary Income performance 2017-18 to 2022-23

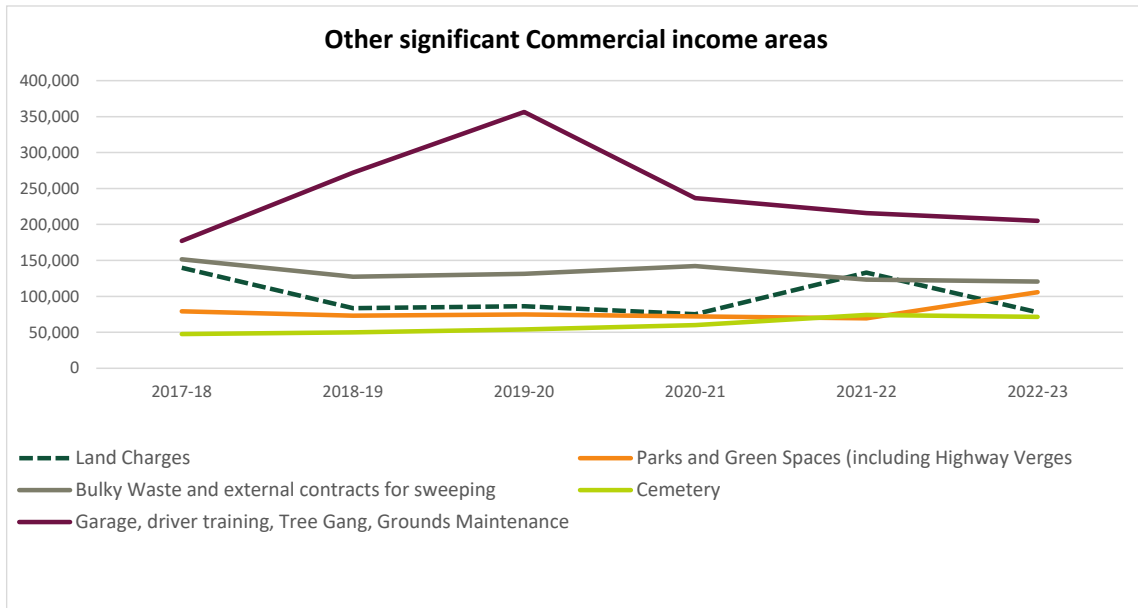


7.2 The graphs below detail performance for the income streams that fall under the Commercial Strategy.

Gross Commercial Income 2017-18 to 2022-23 – Top 5



Gross Commercial Income 2017-18 to 2022-23 – Other



- 7.3 The Council expanded its commercial activities to generate revenue from fees and charges to help close the funding gap. These demand-led commercial services have struggled the most to recover to levels seen pre-pandemic. Income is 43% below that achieved in 2019-20. Further detail on commercial income performance is contained in Appendix 5.
- 7.4 Income from the leisure management contract has returned to the pre-pandemic level. In general, the Centre appears to have recovered well, and in some cases activities and headcounts are outperforming that achieved in 2019 (pre-pandemic).

The risk of increases to the cost of utility bills is borne by the Council. A provision has been created to cover these costs in 2022-23. This additional cost is not shown in the gross income figures presented in the graph.

- 7.5 The Council's income collection position at the end of Quarter 4 is presented in Appendix 6.
- 7.6 **Capital Portfolio Fund** - The Capital Portfolio Fund supports regeneration, economic growth and housing. Each property was subject to a business case to demonstrate viability and performance against target is presented in the quarterly performance monitoring reports. The investment in economic growth and regeneration through the fund is financed from borrowing. The table at 7.7 below shows the net income position after loan interest and statutory debt charges (Minimum Revenue Provision) are taken into account.
- 7.7 The table below summaries the outturn position. The income target overall was achieved and cover the full cost of ownership including debt financing costs. The pandemic resulted in vacant office accommodation proving more difficult to relet leading to longer void periods. The outturn position is in-line with the Revised Budget. There are now very few void units and once the rent incentives in respect of newly granted leases have expired the portfolio will show a much stronger position.

Net Impact on Council Tax after Statutory Charges		Revised Budget	Q3 Outturn Projection	Draft Outturn	Variance
		£	£	£	£
R276	High Street/Worcester Street	(12,680)	(12,682)	4,118	16,798
R277	Stratford Court	(56,170)	(33,589)	15,779	71,949
R278	Buntsford Gate	104,320	104,320	62,306	(42,014)
R279	Forest House	31,700	31,700	31,700	(0)
R280	Riverside	(3,450)	(23,450)	(10,209)	(6,759)
R281	Goldthorn Road	(129,490)	(129,490)	(127,238)	2,252
R282	Unity Park	35,850	35,850	27,691	(8,159)
R275	Property Portfolio Fund admin account	0	0	(0)	(0)
		(29,920)	(27,341)	4,146	34,066

Note that the net cost of Forest House will be met from State of the Area funding

- 7.8 Income at Buntsford Gate is significantly below the target in the original business case due to the first floor being unoccupied whilst fire compliance work is completed, and the space is split into two lettable units to better meet market requirements. The work is currently being progressed in line with the council's contract procedure rules.
- 7.9 The variance reported at Stratford Court is due to longer rent incentives offered in respect of newly granted leases.
- 7.10 The units at Unity Park are now fully let. The outturn is in line with the revised budget projection.
- 7.11 **Capital Portfolio Fund Debt** - The total overdue debt at 31st March 2023 was £62k which represents 4% of the overall balance collected each year. The majority of the arrears older than 3 months relates to a single tenant. Significant progress has been made in recovering rents and service charges outstanding and the position has been closely managed and monitored and funds have been received in Quarter 1 2023-24 to settle the largest debt.

8. WYRE FOREST FORWARD SAVINGS PROGRAMME AND LOCALISM TARGETS

- 8.1 The 2023-26 MTFS projects a funding gap in 2025-26 of just under £1.78m. Any new cost pressures will, in the absence of additional government support, widen the gap further. Against this background it is essential that expenditure is kept within the overall approved budget and that savings proposals continue to be developed so that the Council has as much flexibility as possible to meet the challenges which lie ahead.
- 8.2 Achieving financial sustainability is still the most significant challenge facing the Council. Since 2009 the Council has had a track record of continuously identifying opportunities to make savings however savings targets are proving increasingly challenging to achieve and are now focussed on the transformation programme introduced in the 2021-24 MTFS to review and reassess how we deliver services with the objective of reducing net cost by making Wyre Forest a smaller Council. Opportunities for service collaborations with neighbouring authorities continue to be progressed albeit at a slower pace and smaller scale than originally envisaged. Work is now also focussed on reshaping the in-house service.
- 8.3 The Council has done exceptionally well in generating additional income and implementing efficiency savings that have put back the date at which it has to bring its expenditure into line with income. However, in the absence of additional Government funding the legacy impact of COVID-19 and price inflation will result in the Council continuing to draw on its general balances at the end of the current MTFS, unless savings and efficiency targets are met.
- 8.4 The Wyre Forest Forward savings programme was established to review all aspects of the Council to ensure we deliver a balanced budget and services of real value to our residents. Substantial savings have already been achieved.
- 8.5 The budget approved for 2022-23 is summarised in the table below. Good progress has been made in 2022-23 towards achieving the target with items of a recurring nature, the outstanding savings target for 2022-23 has been achieved from one-off final accounts savings. The 2022-23 final account savings will be examined carefully to identify any budgets that require re-basing for future years.

Wyre Forest Forward Savings Summary	2022-23	2023-24	2024-25	2025-26
	£000	£000	£000	£000
Savings target	3,890	4,382	4,682	4,682
Savings achieved at 31/03/2022	3,604	3,685	3,751	3,761
Savings target at 01/04/2022	286	697	931	921
Savings achieved 2022-23				
Re-basing the budget	215	216	224	232
Business rates growth - Economic development and regeneration		303	318	331
One-off efficiency savings	71			
Total Savings identified in year	286	519	542	563
Total WFF savings not yet achieved		178	389	358

Note that this table only considers WFF savings and income targets and is only part of the funding gap. Localism savings are reported separately below.

Localism Partnership Target

- 8.6 Achievement of future targets is progressing, and future budgets will be adjusted subject to the savings being achieved. Good progress has been made during the quarter. Details of savings achieved are provided below:

LOCALISM PARTNERSHIP SAVINGS	2022-23 £000	2023-24 £000	2024-25 £000	2025-26 £000
Savings Target	350	525	700	700
Slippage approved MTFS 2021-24	15	0	0	0
Savings achieved at 31/03/2022	149	152	154	155
Balance b/f 2021-22	216	373	546	545
Reduction/Increase of Target Savings	-71	0	0	0
Savings Target at 01/04/2022	144	373	546	545
Savings achieved 2022-23				
Britannia Gardens	50	52	54	55
Riverside Meadows Toilets	8	9	9	9
Load Street Toilets	6	7	7	7
Blakedown Shopper's Car Park	2	2	2	2
Parks Transfer to KTC	60	97	100	150
Savings identified in year	126	166	171	222
Total Localism Savings not yet achieved	18	208	376	323

9. Supplementary Estimates and Virements

- 9.1 Service managers who wish to incur expenditure that falls within approved Council Policy for which either there is no or insufficient provision within approved estimates, may incur that expenditure by virement (transferring from one approved budget cost centre to another) or by supplementary estimate, subject to specified conditions as set out in the Financial Regulations – 6.7 and 6.8.
- 9.2 There are no requests for a Supplementary Estimate to be considered by Cabinet this quarter.

10. REVENUE DETAIL – Central Items Business Rates and Council Tax

- 10.1 **Council Tax** - The level of discounts and awards, together with collection rates, and write-offs are closely monitored during the year. There is a risk that assumed growth in the tax base might not be achieved leading to a deficit on the collection fund. Any in year deficit will be recovered in future years.
- 10.2 **Business Rates** – Officers continue to liaise closely with the Valuation Office Agency to monitor developments in the sector particularly around material changes of circumstance and new applications lodged in the Check, Challenge, Appeal system. Any change in assumption will impact on the level of appeals provision required at the year end. Any experience gains or losses will be carried forward to future years.
- 10.3 Income from business rates is better than the position previously estimated due to a significant reduction in the provision held for appeals. The 50% levy on the income above baseline we pay to the business rates pool is charged to the 2022-23 financial year and will be met from the business equalisation reserve, established to smooth these timing differences between the payment of levy and the recognition of income.

10.4 Collection Rates

Council Tax: The Council Tax in year collection rate for 2022-23 was 97.02% compared to 97.35% achieved in 2021-22. The slight reduction is likely to be attributable to the impact of the cost of living crisis. External hardship funding has been used to help reduce council tax balances who are facing severe financial hardship.

Business Rates: The full year collection rate for 2022-23 was 97.99% compared to 99.02% last year. This is a result of the winding down of the government funded covid support packages.

11. TREASURY MANAGEMENT PERFORMANCE SUMMARY

Investments

11.1 The Council held £53.2m in investments as at 31st March 2023. The level of funds available was mainly dependent on the timing of precept payments and receipt of grants in advance of progress on the Capital Programme. The average interest rate for investments held at 31st March was 4.01%. The average rate achieved during the year was 2.3%, compared to the 7 day backward looking Sterling Overnight Index Average (SONIA) benchmark rate of 2.23%. Yields continued to increase during the quarter and the bank rates at the year-end was 4.25%. External treasury investment interest received was £1.069m compared to the Revised Estimate of £850k in the MTF5. The increased investment return was due to slippage in the capital programme of external grant funded schemes. £200k has been transferred to a revenue contingency to meet additional costs incurred in future years as a result of the delays.

11.2 The approved limits as set out in the Treasury Management Strategy report to Council 23rd February 2022 within the Annual Investment Strategy were not breached during the year to 31st March 2023.

External Borrowing

11.3 The Council had borrowing of £34m as at 31st March 2023. The Council's Capital Financing Requirements (CFR) as at 31st March 2023 is £41.194m. The CFR denotes the Council's underlying need to borrow for capital purposes. If the CFR is positive the Council may borrow from the PWLB or the market (External Borrowing) or from internal balances on a temporary basis (Internal Borrowing); an internal borrowing position of circa £7.2m is currently being held.

Compliance with Treasury and Prudential Limits

11.4 The Council's approved Treasury and Prudential Indicators are outlined in the approved Treasury Management Strategy Statement (TMSS). The Council has a duty to determine and keep under review the "Affordable Borrowing Limits".

11.5 During the year the Council has operated within treasury limits and the prudential indicators set out in the Council's TMSS and with the Council's Treasury Management Practices. The Prudential and Treasury Indicators are shown below:

Prudential Indicator as Per Original Budget (to be updated during revised budget process)	2022-23 Budgeted Indicator	Actual as at 31 March 2023
Capital Financing Requirement (CFR)	61,551,000	41,194,000
Gross Borrowing	61,000,000	34,000,000
Internal Borrowing	551,000	7,194,000
Internal Borrowing as % of CFR	0.90%	17.46%
Authorised Limit for external debt	75,000,000	34,000,000
Operational Boundary for external debt	65,000,000	34,000,000
Limit on Principal sums invested > 365 days	2,000,000	0
Maturity structure of borrowing limits		
Under 12 months	100%	0%
12 months to 2 years	100%	6%
2 years to 5 years	100%	6%
5 years to 10 years	100%	18%
10 years and above	100%	71%

12. HOW ARE WE DOING PERFORMANCE SUMMARY

12.1 Performance management is instrumental in all council activities as it helps us to keep track of how well we are performing and enables any potential issues to be identified at an early stage so remedial action can be taken. It also informs our decision making processes which underpin the delivery of our Corporate Plan 2019-23, as amended.

12.2 The Council has a number of processes in place to monitor our performance including:

- Corporate Plan Actions
- Corporate Risks and associated actions
- Leading Measures
- Lagging Measures

12.3 The Corporate Plan 2021-23 is being delivered through the following strategic actions:

- Adopt the new Local Plan (now completed)
- Implement measures to increase affordable housing (Supporting a successful local economy)
- Work with partners to protect our environment, to address air quality issues and to help to tackle climate change (Safe, clean and green living environment)
- Work with partners to secure external funding and investment to support the economy (Supporting a successful local economy)
- Oversee regeneration of central Kidderminster including Future High Streets projects (Supporting a successful local economy)
- Support the visitor economy in Stourport-on-Severn and Bewdley (Supporting a successful local economy)

- Work with partners to tackle abuse of vulnerable people and environmental crimes (Safe, clean and green living environment)
- Work with town and parish councils so that they have local control over assets and services (Safe, clean and green living environment)
- Seek a sustainable future for Bewdley Museum (Supporting a successful local economy)

Progress against the corporate plan priorities and our strategic actions is summarised below:

12.4 Corporate Plan – **A safe clean and green living environment**

- a) The Council's enforcement team continues to tackle environmental crime. The team is leading a successful project alongside our North Worcestershire partners to tackle fly tipping on private land. Parking enforcement and other environmental and civil enforcement activity continues across the district.
- b) The private sector housing team has been undertaking focussed work with landlords regarding thermal comfort through work on energy performance, the housing, health and safety rating system and the commencement of the Local Authority Delivery Scheme 3.
- c) Work is on-going to encourage good recycling practices in collaboration with partners across Herefordshire and Worcestershire to maximise the region's recycling rate and reducing the amount of residual waste (rubbish). The region's recycling rate for last year was 43.6%. Analysis is on-going around the amounts and types of waste that are disposed of across the region to inform the design of future service provision.
- d) Our climate change agenda has been progressed during the year through the Climate Change/Green Advisory Panel action plan. This includes developments in alternative fuelled fleet vehicles and looking at ways we can create renewable energy in the district. The feasibility work on the solar farm is ongoing. We are also improving our car parks by installing LED lighting.
- e) Work around Community Safety continues with secured funding of over £100,000 from the West Mercia PCC for North Worcestershire Community Safety Projects, with £32,000 dedicated to Wyre Forest. Kidderminster & District Youth Trust has been commissioned to provide a district wide detached youth team with a focus on preventing anti-social behaviour (ASB). Mobile CCTV cameras have been deployed in hot spot areas around the district and the section continues to lead on the management and operation of those cameras on a case-by-case basis. Work continues with partners to tackle crime and ASB at a local level through the Safer Wyre Forest Tasking, a subgroup of the North Worcestershire Community Safety Partnership. The section continues to collaborate with partners in preparing for new and forthcoming statutory duties including tackling serious violence, the Protect Duty also known as Martyn's Law (Counter Terrorism) and Combating Drugs Partnership work.
- f) Work continues on developing the Wyre Forest Wild project, an exciting and ambitious open space project that will, given the necessary external funding, provide a network of pathways and cycle tracks across all the district's nature reserves and key open spaces. To date the mapping of habitats and carbon absorption has been undertaken and external funding sources sought.

- g) Work on the Brinton Park Heritage Lottery Project continues. Because of increased construction costs, the project has been re-scoped to omit improvements to the Sons of Rest Pavilion. The revised project application was submitted in February 2023. HLF approval for project specification was received on 16 May. This allows the Council to proceed to procurement for construction.
- h) The transfer of St George's Park, Broadwaters and Baxter Gardens to Kidderminster Town Council took place on 5th January 2023. A proposal for Bewdley Town Council to take over the ownership and running of the museum and QE2 jubilee gardens was provided in the autumn and a briefing meeting was held with the Town Council in November. Further information has been provided as requested and the Town Council has indicated that a formal decision will be taken after the May elections.
- i) A large amount of work is ongoing with local community volunteer groups to engage and support these people with the council's priority of keeping the place safe clean and looking good. We recognise the value that these groups bring, and every effort is being made to equip and assist them in this process. We offered litter picking equipment out on loan to both groups and volunteers who attended the thank you event.
- j) This year we have also been able to support The Little Litter Warriors, a community group who work with the Scouts in the Wyre Forest, by purchasing their very own litter picking equipment. The groups enjoy working towards helping and protecting the environment and they gain a sense of pride and can work towards scout badges.

12.5 Corporate Plan – Supporting a successful local economy

- a) Work continues to support and develop the visitor economy in Stourport and Bewdley through work with Visit Worcestershire, the destination management organisation (DMO) for the County.
- b) Business grants – we continue to work with partners to secure external funding to support local businesses and the local economy. The grant funding available through the EU Structural Funds came to an end on 31st March 2023. The EU Structural Funds have been replaced by the UK Shared Prosperity Fund. Wyre Forest has been allocated £3.1m by the government, which will be distributed locally through the UKSPF Investment Plan. Approval of the Investment Plan was received late in 2022 and, in line with advice from the ReWyre Board, project allocations for current and future years, including allocations for business grants, have been confirmed to successful applicants.
- c) We continue to support start-up businesses across the district with our incubator units (industrial and office) at Forest House. We achieved 94% occupation during the period previous period, which was maintained in quarter 4.
- d) The projects to oversee the regeneration of central Kidderminster are progressing. The Levelling Up Fund programme aimed at re-kindling Kidderminster's heritage by making the canal and river a focus, encouraging visitors by making them special, vibrant places with cafes, arts and cultural activities is progressing. The original programme has been realigned for all three

elements. The planning and listed building consent have now been granted for the town hall improvements. During the quarter due diligence has continued and alternative delivery models explored for the Piano building. The canal tow path works are 80% complete.

- e) Good progress has been achieved across the Future High Street Programme comprising of the following projects:
- Kidderminster Creative Hub (Former Magistrates Court)
 - Worcester Street Connectivity Project and
 - Bull Ring Public Realm Project

Kidderminster Creative Hub

Project has now progressed to the delivery phase with the appointment of the contractor, BAM Construction, under a design and Build (D&B) contract.

BAM Construction have started on site. Practical completion is scheduled for February 2024.

Worcester Connectivity and the Bull Ring Public Realm Projects

McBain's Consultancy appointed as the Architectural and Engineering Design consultants.

The design work is progressing and the asbestos removal work is complete.

- Demolition contractor (DSM) formally appointed May 2023.
- Completion of demolition works expected by Oct 2023
- Completion of new public realm works (including new slopes/steps) expected May 2024.

Crown House site

- Feasibility report for the culvert opening complete.
- Feasibility report - redevelopment options for multi-purpose use e.g. market space; pop-up markets – completed.

- f) Preparation of a preferred development scheme for Parcel One of Lionfields (former Glades site) is being progressed. This will result in Parcel One being taken to market for development, subject to the outcome of the feasibility study, in 2023-24. The tendering of the feasibility study has been delayed as a result of the delay in the government's approval of the UK Shared Prosperity Fund Investment Plan, which includes a grant allocation for the feasibility study. The announcement was initially scheduled for October 2022 but was given in December 2022. The feasibility work will be commissioned during quarter 1 2023-24.
- g) We continue to work with Registered Providers to identify appropriate funding and end uses on Radford Avenue and Clensmore Street. The land purchase negotiations for the adjacent site next to the council owned land in Radford Avenue are continuing.
- h) We have contracted with consultants to confirm feasibility and are working with registered providers to identify appropriate end users on three sites in Kidderminster to increase affordable housing in the district, including Radford Avenue and Clensmore Street. Council officers are working with County Council colleagues to identify funding streams for support provision in relation to one of

the sites and with the Housing Benefits team regarding intensive management on a second site. The third site is likely to be for general housing need.

- i) The Castle Road housing scheme for temporary accommodation has been approved by Planning Committee and pre-construction service contract has been awarded to Stepnells (4 May 2023). Design will be complete over the summer and start on site is expected early in quarter 3 2023-24.

12.6 Organisational Health - includes information on turnover of staff, sickness absence, organisational health related investment areas and other performance measures requested by committee. A full update is provided in Appendix 7. There will continue to be a focus on investing in organisational health related areas, for example ICT infrastructure and related projects.

13. LEGAL AND POLICY IMPLICATIONS

13.1 The Local Government Act 2003 (sections 25–29) placed additional duties on Local Authorities on how they set and prioritise budgets.

13.2 Section 28 places a statutory duty on an authority to review its budget from time to time during the year. If the Budget Monitoring Report shows that there has been deterioration in the Authority's financial position, the Authority must take such action as it concludes necessary. The Cabinet currently reviews the Budget on a quarterly basis.

13.3 Our External Auditor Grant Thornton makes an assessment based on the annual programme of external audit work. The focus is on ensuring there are proper arrangements in place for securing financial resilience and that the organisation has proper arrangements for challenging how it secures economy, efficiency and effectiveness.

14. EQUALITY IMPACT ASSESSMENT

14.1 This is a financial report and there is no requirement to undertake an Equality Impact Assessment.

15. RISK MANAGEMENT

15.1 A number of corporate risks are perceived to have increased in recent months. The inability to deliver a balanced budget is one of the Council's key corporate risks and has been adversely impacted by inflation in general and on construction costs in particular which will affect the Council's many capital projects. During the first quarter the Council has had a higher turnover of staff and recruitment and retention of suitably qualified staff is increasingly more difficult. This may have an impact on delivery or performance during remaining quarters. The Budget Risk Matrix has been reviewed to reflect the current assessment of risk. A copy is enclosed for information as Appendix 3 and further update on risks will be given to Audit Committee later in September.

16. CONCLUSIONS/ACTION

16.1 The information contained within Appendices 1 to 4 provides Members with an overview of financial trends and performance within the period to 31st December 2022.

16.2 The estimates and assumptions included in this report will continue to be updated and refined as more information becomes available particularly as more clarification on government funding emerges, and the position will be clarified as part of the revised budget process. What is certain is the position will change but work to address the funding gap cannot be delayed.

17. CONSULTEES

Corporate Leadership Team
Cabinet
Service Managers

18. BACKGROUND PAPERS

Budget setting papers Council 23rd February 2022
Budget setting papers Council 22nd February 2023
Medium Term Financial Strategy 2023-26
Corporate Plan action information is available on the Council's Performance Management System, Pentana Performance.

Hyperlink to Committee Reports
<http://www.wyreforest.gov.uk/council/meetings/main.htm>

WYRE FOREST DISTRICT COUNCIL

REVENUE BUDGET TOTAL REQUIREMENTS - DISTRICT COUNCIL PURPOSES

SERVICE	2022/23		2023/24			2024/25			2025/26		
	Original Estimate	Revised Estimate	At Nov.21 Prices	Inflation	TOTAL	At Nov.21 Prices	Inflation	TOTAL	At Nov.21 Prices	Inflation	TOTAL
	£	£	£	£	£	£	£	£	£	£	£
CHIEF EXECUTIVE AND SOLICITOR TO THE COUNCIL	1,293,870	2,313,470	2,108,840	81,020	2,189,860	1,650,890	150,340	1,801,230	1,668,080	221,630	1,889,710
COMMUNITY AND ENVIRONMENT	4,659,590	4,837,110	5,052,290	270,880	5,323,170	4,973,150	494,260	5,467,410	4,825,580	722,580	5,548,160
ECONOMIC DEVELOPMENT & REGENERATION RESOURCES	(93,790)	283,770	131,260	42,690	173,950	3,480	78,880	82,360	(7,190)	117,680	110,490
REVENUES, BENEFITS & CUSTOMER SERVICES	2,939,970	2,610,850	2,431,700	16,420	2,448,120	2,097,740	38,110	2,135,850	2,056,700	52,480	2,109,180
STRATEGIC GROWTH	977,580	1,033,640	1,312,430	77,560	1,389,990	1,328,400	141,240	1,469,640	1,319,990	206,500	1,526,490
	1,894,040	1,847,480	1,960,280	103,490	2,063,770	1,985,630	177,670	2,163,300	1,990,420	230,950	2,221,370
LESS: CAPITAL ACCOUNT	11,671,260	12,926,320	12,996,800	592,060	13,588,860	12,039,290	1,080,500	13,119,790	11,853,580	1,551,820	13,405,400
INTEREST RECEIVED	275,420	325,210	575,070	4,420	579,490	856,220	7,960	864,180	987,560	11,580	999,140
CAPITAL PORTFOLIO FUND AND DEVELOPMENT LOANS FUND	(55,000)	(850,000)	(750,000)	0	(750,000)	(500,000)	0	(500,000)	(444,600)	0	(444,600)
	135,000	0	0	0	0	0	0	0	0	0	0
TOTAL NET EXPENDITURE ON SERVICES	12,026,680	12,401,530	12,821,870	596,480	13,418,350	12,395,510	1,088,460	13,483,970	12,396,540	1,563,400	13,959,940
LESS: CONTRIBUTION (FROM) TO RESERVES	(21,750)	(372,750)			110,130			(70,050)			(584,970)
NET BUDGET REQUIREMENT	12,004,930	12,028,780			13,528,480			13,413,920			13,374,970
LESS: REVENUE SUPPORT GRANT	0	0			(150,380)			(150,380)			(150,000)
BUSINESS RATES INCOME	(2,956,940)	(2,956,940)			(3,442,050)			(3,590,130)			(3,697,830)
BUSINESS RATES GROWTH	(400,000)	(400,000)			(950,200)			(1,000,000)			0
BUSINESS RATES - NATIONAL LEVY REDISTRIBUTED	0	(23,850)			0			0			0
FUNDING GUARANTEE	0	0			(425,370)			0			0
COLLECTION FUND (SURPLUS)/DEFICIT	(10,150)	(10,150)			0			0			0
NEW HOMES BONUS	(463,760)	(463,760)			(240,030)			0			0
TRANSITIONAL FUNDING (assumption)	0	0			0			0			(571,200)
LOWER TIER SERVICES GRANT	(130,070)	(130,070)			0			0			0
ONE OFF SERVICES GRANT	(196,000)	(196,000)			(114,990)			(100,000)			0
GENERAL EXPENSES - COUNCIL TAX INCOME	7,848,010	7,848,010			8,205,460			8,573,410			8,955,940
COUNCIL TAX LEVY		229.34			236.21			243.30			250.60
COUNCIL TAX BASE		34,220			34,738			35,238			35,738

Performance Monitoring Report
Major Revenue Variations 2022-23 Draft Revenue Outturn

Total Revised Budget 2022-23 - Net Expenditure on Services

12,401,530

Actual Net Expenditure - pre audit (Draft Outturn)

11,951,618

Reduced Expenditure on Services

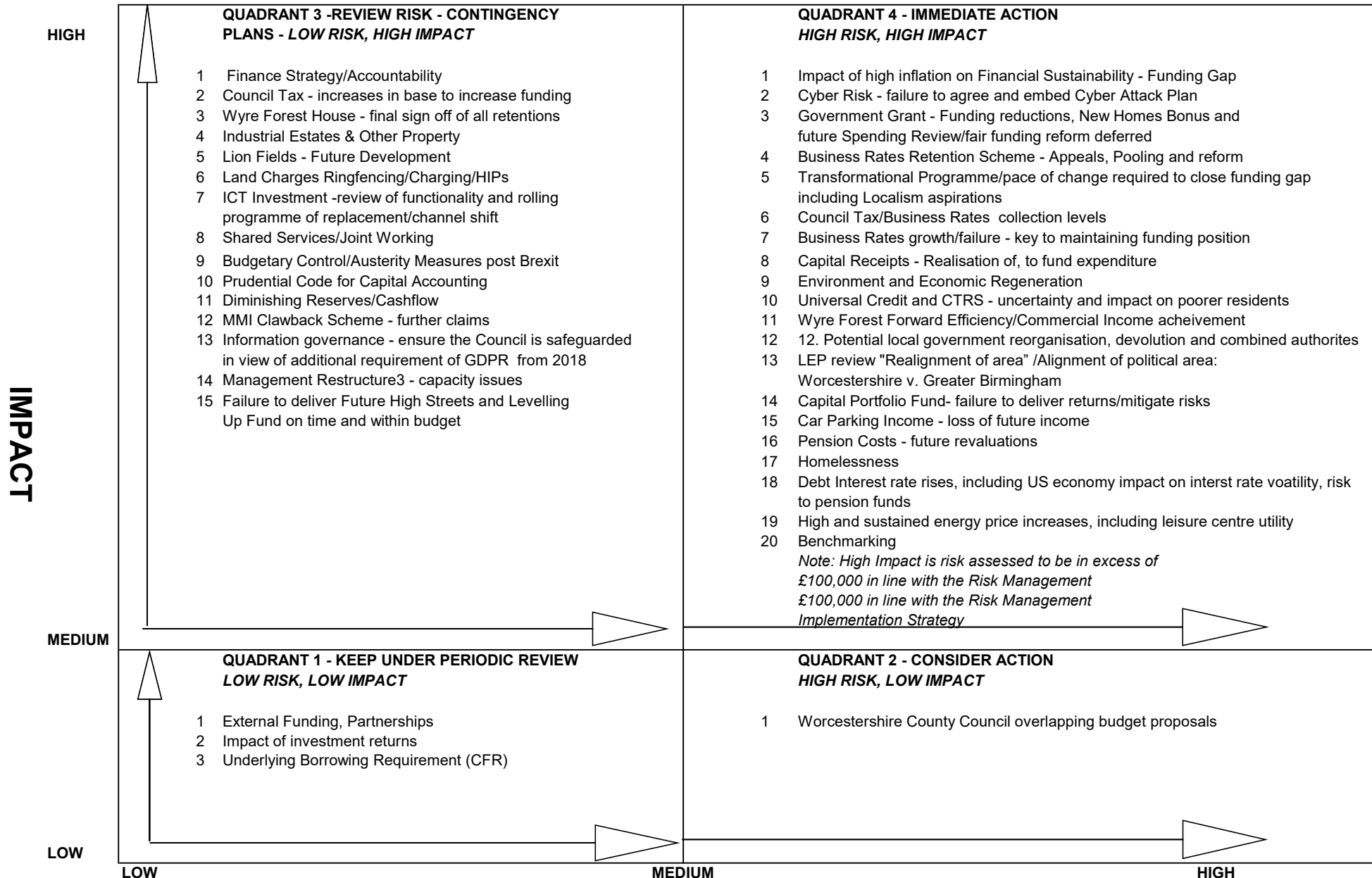
(449,912)

Service Area	Month 12 - Revised to Draft Outturn			
	Cost Pressure	Income shortfall	Cost Reduction	Income Growth
	£	£	£	£
Chief Executive and Solicitor				
R405 Member Allowances			(22,000)	
R726 Wyre Forest Forward	150,200			
Pay variances			(60,440)	
Total Chief Executive and Solicitor	150,200	0	(82,440)	0
Community and Environment				
R080 Wyre Forest Leisure Centre			(19,730)	(27,300)
R001 Waste Transfer Station	8,310			
R002 Domestic Waste & Recycling			(11,490)	(17,480)
R003 Trade waste			(33,090)	(27,610)
R005 Garden Waste				(25,880)
R040 Cemetery	8,080			(18,540)
R160 Parks & Green Spaces			(6,610)	
R185 Car Parks	11,010	14,560	(16,790)	(69,490)
R189 Weavers Wharf			(12,590)	
R193 Civil & Environmental Enforcement				(25,420)
R195 Street Furniture & Nameplates	5,310		(7,120)	
R200 Highways cleansing		23,340	(5,000)	
R229 Garage	48,070	5,400		
R236 Grounds Maintenance		22,310	(45,560)	
R252 Arboricultural		15,590	(21,300)	
R253 Driver training		8,780		
R254 Landscaping		8,060		
Public conveniences (Localism)			(22,000)	
R065 Bewdley Museum	7,070			
R223 Guildhall Bewdley	4,640		(9,480)	
R755 Shared Emergency Planning			(37,890)	(7,390)
Pay variances			(188,000)	
Total Community and Environment	92,490	98,040	(436,650)	(219,110)
R431 ICT				(24,510)
R335 Increase in Bad debt provision	111,000			
R335 Collection Fund suspense adjutment	129,249			
R335 Pensions	26,420			
Pay			(27,680)	
Total Resources	266,669	0	(27,680)	(24,510)
R310 Revenues				
R320 Benefit payments - Reduce Bad debt provision			(62,000)	
R325 Pay	45,480			
Revenues, Benefits and Customer services	45,480	0	(62,000)	0
R510 Land charges		20,490		
R605 Plan fee			(9,070)	(52,300)
Pay			(9,430)	
Total Strategic Growth	0	20,490	(18,500)	(52,300)
R251 Wyre Forest House			(15,320)	(27,060)
R703 Wyre Forest Property Services	27,880	11,710		
R719 Betaden	4,790			
R270/R290 Industrial Estates and Other Property			(11,180)	(18,060)
R705 NWEDR Shared Service			(77,090)	
Pay			(4,440)	
Total Economic Development and Regeneration	32,670	11,710	(108,030)	(45,120)
R805 Investment Interest				(242,760)
Add to FHSF Revenue contingency EMR	200,000			
Total Capital Account	200,000	0	0	(242,760)
Other small variances (Net)			(48,561)	
Grand Total	787,509	130,240	(783,861)	(583,800)
Net Saving on Service Expenditure				(449,912)
Transfer to General Risk Reserve re April 2023 Pay Settlement				300,000
Increase in Working Balance				150,000
Net Saving against budget after transfers				88

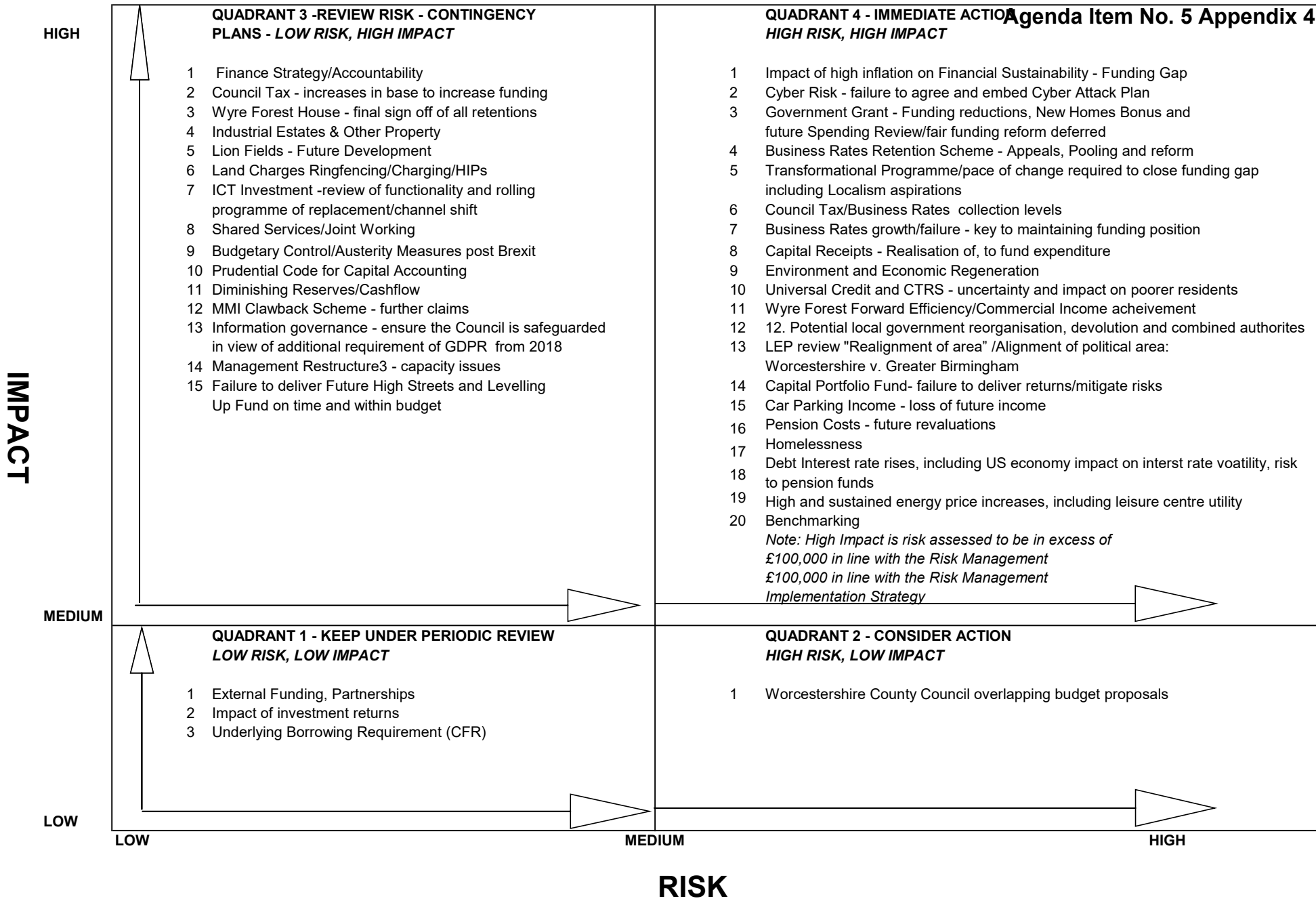
CAPITAL OUTTURN 2022-23

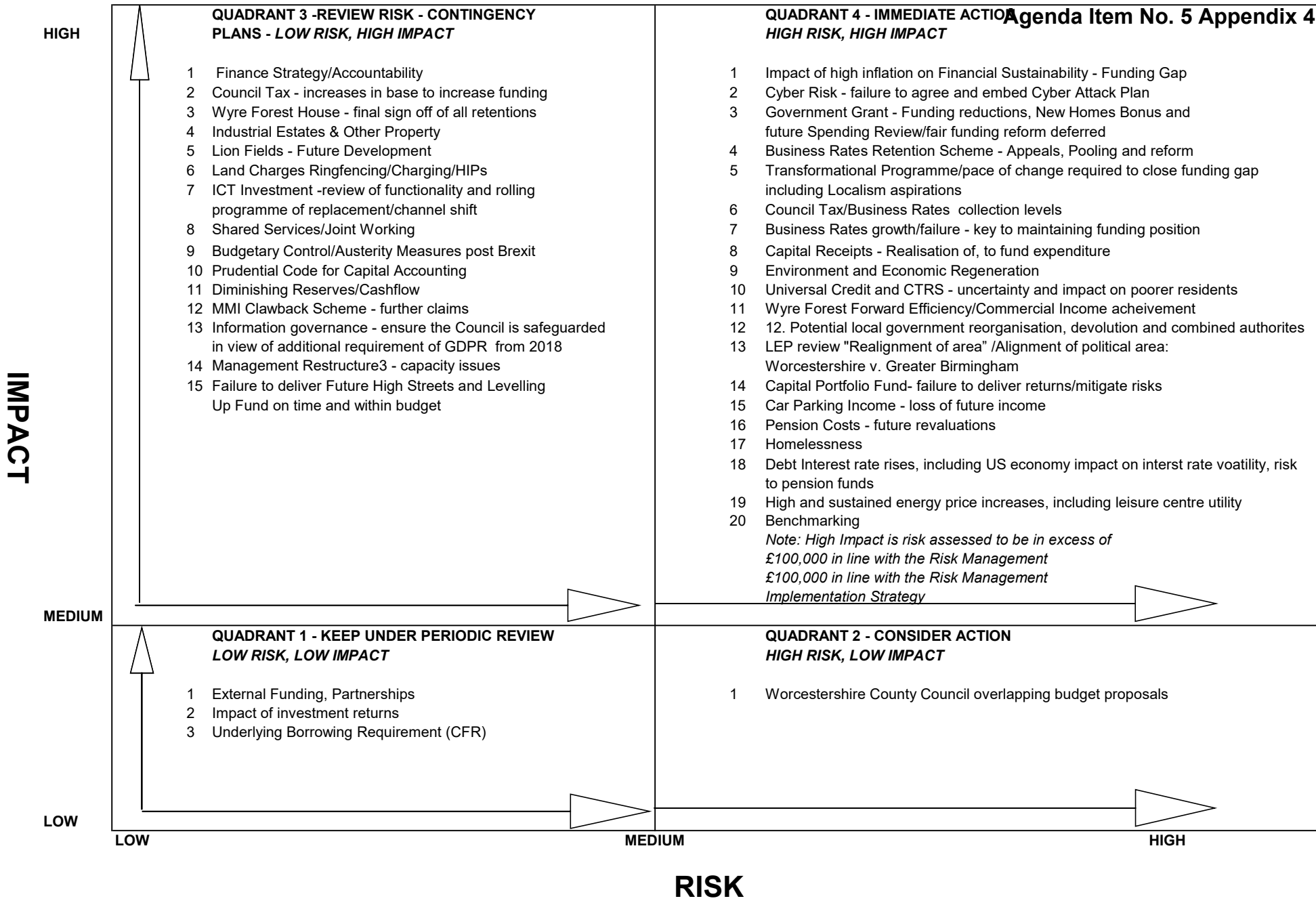
Service Directorate	Account	Capital Scheme	Revised Budget £	Outturn £	Variance £
COMMUNITY AND ENVIRONMENT	98042	Parking Facilities: Improvements to Car Parks	25,000.00	0.00	25,000.00
COMMUNITY AND ENVIRONMENT	98530	Vehicle Renewals (Capital Programme)	789,180.00	680,946.28	108,233.72
COMMUNITY AND ENVIRONMENT	98536	Capitalised Bin Renewals	111,720.00	71,854.40	39,865.60
COMMUNITY AND ENVIRONMENT	98631	Brinton Park HLF Capital Scheme	500,000.00	13,994.00	486,006.00
COMMUNITY AND ENVIRONMENT	98637	Innovation Fund Capital	210,390.00	0.00	210,390.00
COMMUNITY AND ENVIRONMENT	98643	Stouport Riverside	28,000.00	-24,202.88	52,202.88
COMMUNITY AND ENVIRONMENT	98647	CCTV Upgrade Bewdley and Stouport (PCC Funded)	5,460.00	1,000.00	4,460.00
COMMUNITY AND ENVIRONMENT			1,669,750.00	743,591.80	926,158.20
RESOURCES	98590	ICT Strategy	784,140.00	531,663.29	252,476.71
RESOURCES			784,140.00	531,663.29	252,476.71
STRATEGIC GROWTH	98090	Disabled Facilities Grants	1,918,560.00	1,029,754.60	888,805.40
STRATEGIC GROWTH	98093	Property Flood Grants	137,950.00	137,949.65	0.35
STRATEGIC GROWTH	98101	Private Sector Measures	69,800.00	25,395.00	44,405.00
STRATEGIC GROWTH	98627	Future Investment Evergreen Fund	145,000.00	25,499.20	119,500.80
STRATEGIC GROWTH	98634	Capital Projects Fund	500,000.00	0.00	500,000.00
STRATEGIC GROWTH	98648	Green Homes Grants Phase 2	61,620.00	61,612.00	8.00
STRATEGIC GROWTH	98649	Castle Road Development	1,453,360.00	139,071.00	1,314,289.00
STRATEGIC GROWTH	98650	BCF Energy Efficiency	200,000.00	0.00	200,000.00
STRATEGIC GROWTH	98651	BCF Disabled Adapted Units	150,000.00	0.00	150,000.00
STRATEGIC GROWTH	98653	Flood Recovery Support	40,000.00	0.00	40,000.00
STRATEGIC GROWTH	98654	Electric Vehicle Chargepoints	271,000.00	0.00	271,000.00
STRATEGIC GROWTH	98657	Local Authority Delivery Scheme Phase 3 (LADS3)	460,000.00	27,250.00	432,750.00
STRATEGIC GROWTH	98658	Home Upgrade Grant (HUGS1)	260,000.00	0.00	260,000.00
STRATEGIC GROWTH			5,667,290.00	1,446,531.45	4,220,758.55
ECONOMIC DEVELOPMENT & REGENERATION	98639	Silverwoods Way (Former Frenco Site)	10,860.00	10,860.80	-0.80
ECONOMIC DEVELOPMENT & REGENERATION	98645	FHSF - Public Realm (Worcester St, Oxford St & Crown House)	4,938,240.00	1,143,648.92	3,794,591.08
ECONOMIC DEVELOPMENT & REGENERATION	98655	Levelling Up Fund	8,775,110.00	790,018.87	7,985,091.13
ECONOMIC DEVELOPMENT & REGENERATION	98656	FHSF - Creative Hub (former Magistrates Court)	3,095,430.00	566,597.73	2,528,832.27
ECONOMIC DEVELOPMENT & REGENERATION	98659	UK Shared Prosperity Fund	158,500.00	50,035.00	108,465.00
ECONOMIC DEVELOPMENT & REGENERATION			16,978,140.00	2,561,161.32	14,416,978.68
TOTAL			25,099,320.00	5,282,947.86	19,816,372.14

BUDGET RISK MATRIX 2023-26



RISK





Agenda Item No. 5 Appendix 5

C&E Income	2021-22 Actual	2022-23 Original Budget	2022-23 Revised Budget	2022-23 Actual (P12)	Original vs Actual	Revised vs Actual
Car Parks and Enforcement						
Car parking (coin and pay-by-phone)	£1,099,316	£1,246,800	£1,195,060	£1,191,709	-£55,091	-£3,351
Car park season tickets and resident parking	£80,810	£95,600	£105,600	£176,042	£80,442	£70,442
PCNs (off-street)	£40,884	£41,250	£41,250	£26,693	-£14,557	-£14,557
PCNs (on-street)	£112,494	£85,000	£85,000	£110,418	£25,418	£25,418
Weavers Wharf management fee	£173,141	£173,140	£173,140	£173,140	£0	£0
FPNs and misc. enforcement income	£28,650	£15,000	£15,000	£16,405	£1,405	£1,405
Aldi rent, rental space and misc.	£12,614	£11,600	£12,540	£12,540	£940	£0
Total	£1,547,909	£1,668,390	£1,627,590	£1,706,947	£38,557	£79,357
Wyre Forest Leisure Centre						
Management contract	£165,464	£541,520	£592,910	£620,184	£78,664	£27,274
Total	£165,464	£541,520	£592,910	£620,184	£78,664	£27,274
Waste						
Business waste	£755,023	£960,630	£810,000	£839,341	-£121,289	£29,341
Garden waste	£480,550	£460,000	£500,000	£525,884	£65,884	£25,884
Waste transfer station	£16,800	£16,800	£16,800	£17,083	£283	£283
Developers bins and domestic replacements	£19,148	£13,000	£30,000	£48,152	£35,152	£18,152
Total	£1,271,521	£1,450,430	£1,356,800	£1,430,460	-£19,970	£73,660
Garage						
MOTs and servicing	£19,308	£21,500	£18,000	£21,206	-£294	£3,206
Total	£19,308	£21,500	£18,000	£21,206	-£294	£3,206
Driver Training						
Training	£8,002	£25,000	£20,000	£11,219	-£13,781	-£8,781
Total	£8,002	£25,000	£20,000	£11,219	-£13,781	-£8,781
Arboricultural and Grounds Maintenance						
Tree gang	£98,989	£155,000	£80,000	£64,410	-£90,590	-£15,590
Grounds maintenance	£31,335	£85,000	£85,000	£75,427	-£9,573	-£9,573
Landscaping	£14,280	£50,000	£20,000	£4,386	-£45,614	-£15,614
Advertising	£24,844	£25,000	£25,000	£18,886	-£6,114	-£6,114
Total	£1,227,945	£315,000	£210,000	£163,108	-£151,892	-£46,892
Parks and Green Spaces						
Maintenance of highways verges	£54,130	£54,130	£75,000	£75,000	£20,870	£0
Parks licences	£14,849	£13,590	£13,590	£24,169	£10,579	£10,579
Rangers and nature reserves	£351	£750	£50	£54	-£696	£4
Total	£69,331	£68,470	£88,640	£99,223	£30,753	£10,583
Highways and General Cleansing						
Bulky waste	£66,225	£64,000	£64,000	£56,315	-£7,685	-£7,685
Highways external	£55,815	£80,000	£80,000	£64,335	-£15,665	-£15,665
Total	£122,039	£144,000	£144,000	£120,650	-£23,350	-£23,350
Bewdley Museum						
Shop income	£66,144	£54,800	£53,800	£66,126	£11,326	£12,326
Educational visits	£10,270	£20,000	£20,000	£12,597	-£7,404	-£7,404
Museum activities	£19,578	£20,000	£20,000	£26,804	£6,804	£6,804
Weddings	£12,909	£15,000	£12,000	£10,619	-£4,381	-£1,381
Property and rents	£18,296	£16,670	£18,280	£21,443	£4,773	£3,163
Misc fees and income	£2,193	£12,000	£12,500	£7,359	-£4,641	-£5,141
Guildhall	£660	£660	£660	£660	£0	£0
Total	£130,049	£139,130	£137,240	£145,607	£6,477	£8,367
Cemetery						
Burial Fees	£74,281	£52,820	£52,820	£71,363	£18,543	£18,543
Total	£74,281	£52,820	£52,820	£71,363	£18,543	£18,543
Other						
Green street depot rents	£4,500	£4,500	£2,830	£4,500	£0	£1,670
Total	£4,500	£4,500	£2,830	£4,500	£0	£1,670
Grand Total	£4,111,100	£4,430,760	£4,250,830	£4,394,468	-£36,292	£143,638

WYRE FOREST DISTRICT COUNCIL

CABINET
13th June 2023

Budget Monitoring Fourth Quarter 2022-23

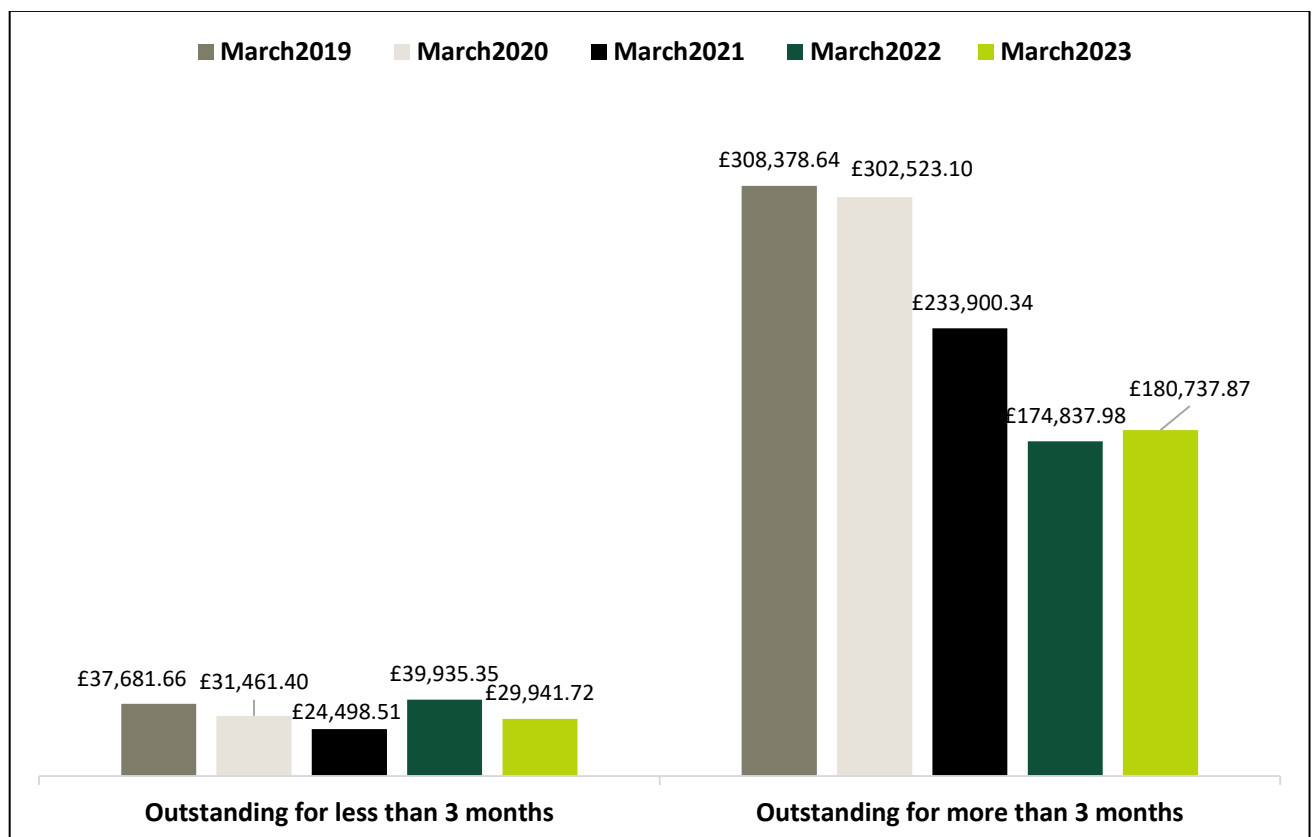
ANALYSIS OF OUTSTANDING DEBT

This appendix details the Council's income collection position at the end of Quarter 4 (31st March 2023).

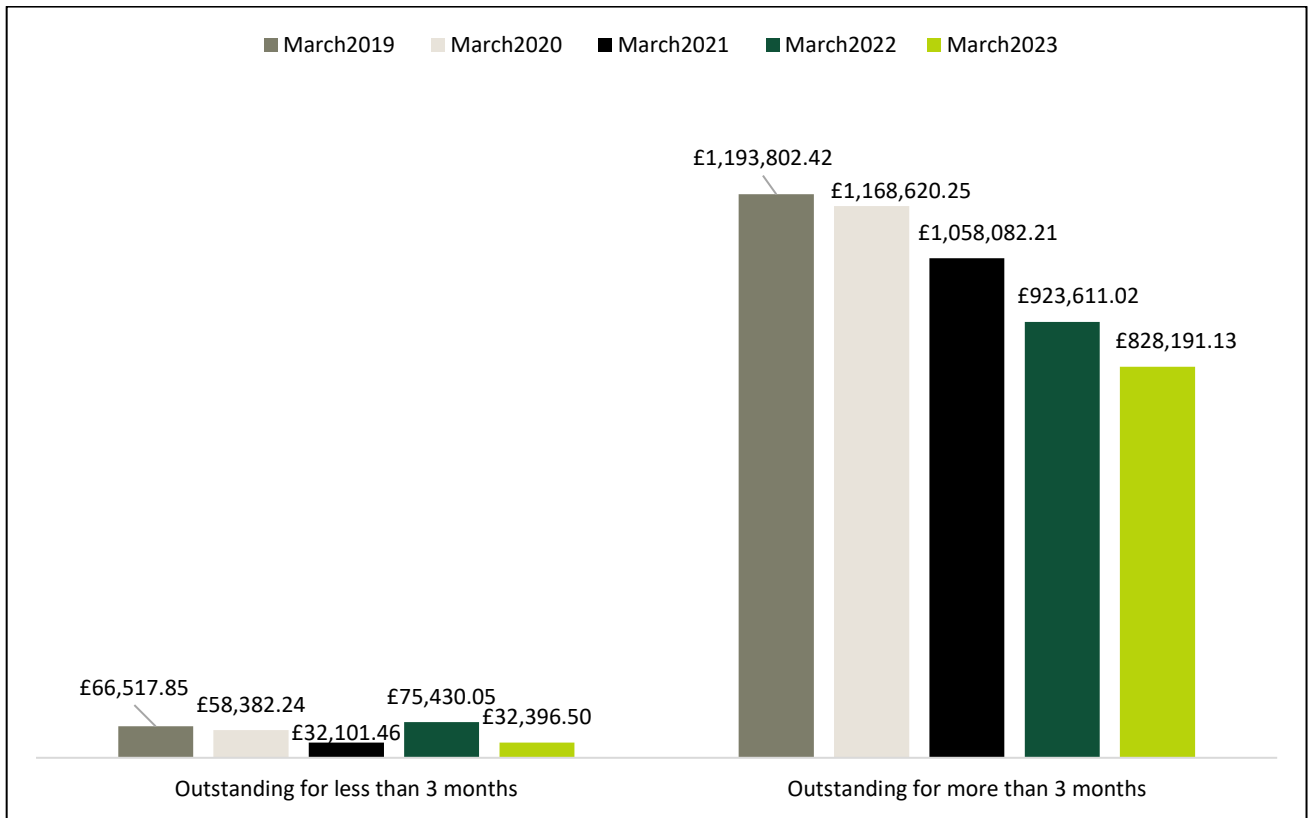
1.1. Housing Benefit Overpayment Recovery

Where customers have a change in their circumstances and we are later made aware of this, customers are expected to repay any Housing Benefit that has been overpaid. A change in circumstances transfers the customer to Universal Credit and the overpayment is via a customer invoice. Customers who remain on Housing Benefit and have received an overpayment, have a deduction from their on-going benefit. The position relating to Housing Benefit overpayment is shown in the next two graphs:

Recovery by On-going Benefit

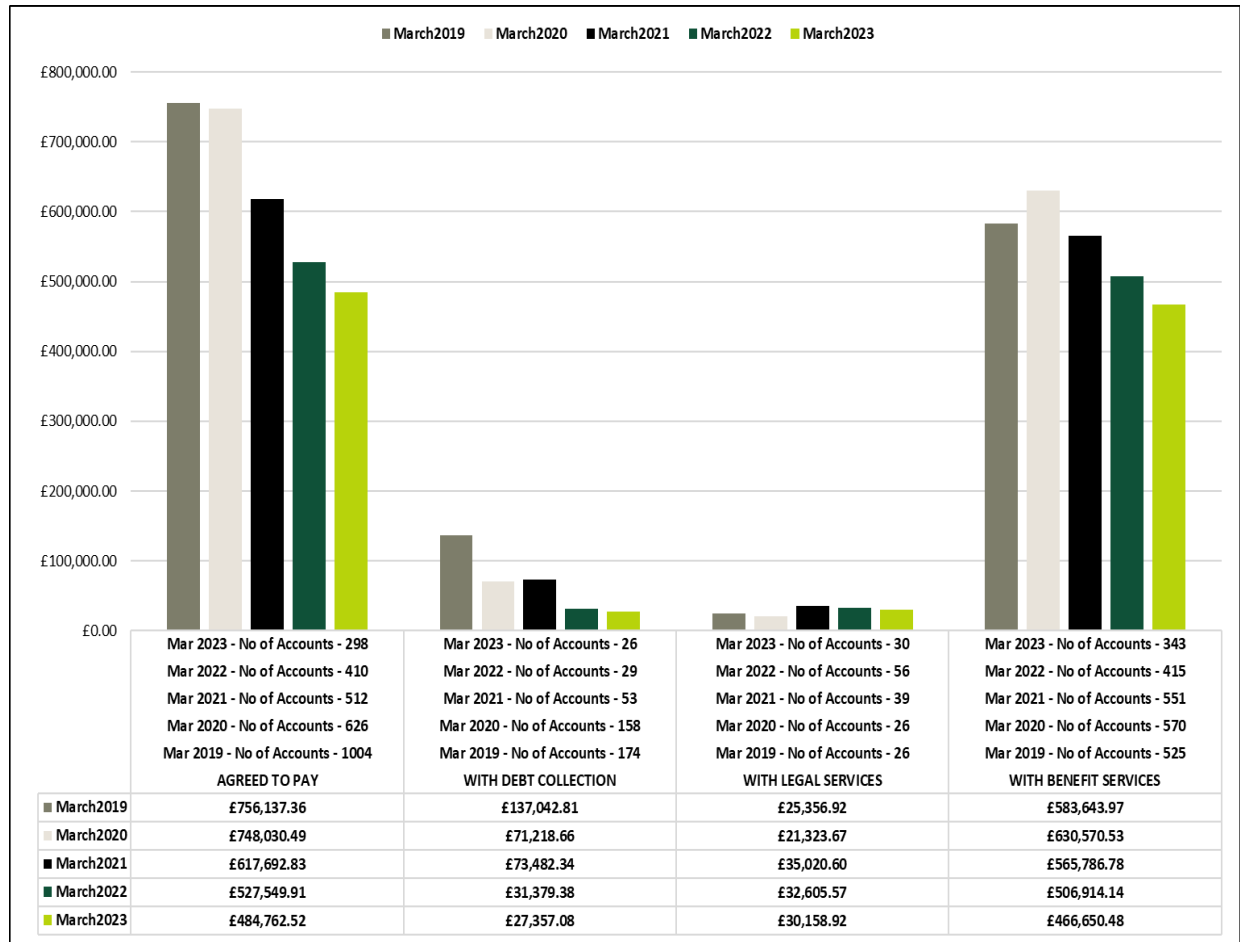


Recovery by Customer Invoice



Debts over three months old have either agreements in place to pay, have been referred to the Council's Legal Services, or remain with the Benefit Service to pursue. The Council employs the Debt Collection Agency Dukes. As at March 2023 debts of £429.87 have been recovered at a cost of £64.48 (2021-23 debts of £1,113.00 at a cost of £166.95). The number of accounts, the value outstanding and how this will be collected is shown in the following graph:

Value and Number of Housing Benefit Overpayments Accounts and Status



The total debt outstanding at 31st December is £1,071,267 which represents a 12% decrease over the balance outstanding at the end of Quarter 4 2021-22 (including debt within payment terms). The number of cases where there is an agreement to pay or our Benefit/Legal Services are dealing with the case, have decreased to 671 (881 in 2021-22) an decrease of 210 cases. Cases referred to an external debt collection agency have decreased to 26 (29 in 2021-22).

The introduction of Universal Credit in November 2018 has reduced the number of customers claiming Housing Benefit and the occurrence of overpayment and its collection via on-going benefit. Collection of overpayments via customer invoice has seen an increase in overdue debt. The increase in the cost of living continues to have an impact on the collection of debt from customers on Universal Credit through the Department for Work and Pensions (DWP) and our own collection.

1.2. Sundry/ Property Debt

The total debt outstanding at 31st March (including debt within payment terms) was £1,853,012.00 (Sundry Debt £1,204,730, Property Debt £648,282) which represents a 27% increase over the balance outstanding at the end of Quarter 4 2021 of £1,455,623 (Sundry Debt £932,298 Property Debt £523,325).

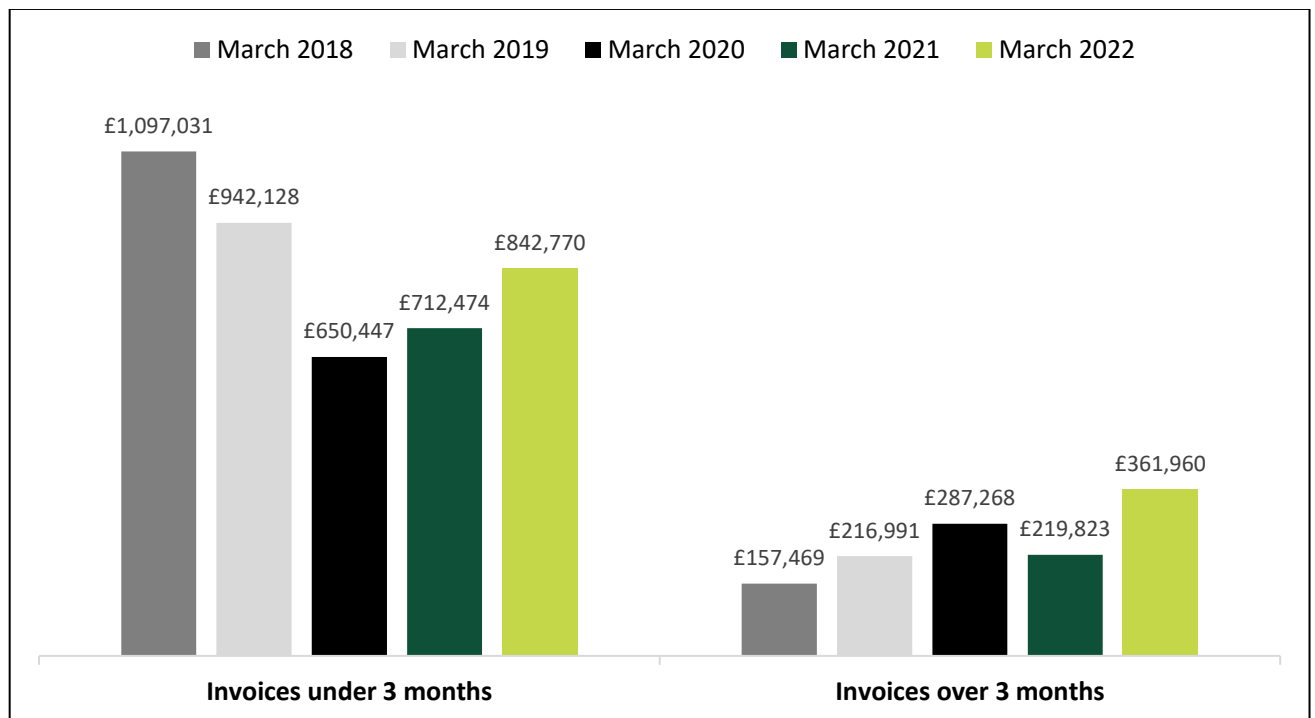
The cost-of-living crisis is having an impact on Property and Sundry debt, and there has been a significant increase in the 2022-23 Quarter 4 overdue debt (more than 3 months old) (2019 £306,117, 2020 £400,268, 2021 £368,752, 2022 £562,161).

Invoices overdue (older than 3 months)	Quarter 4	Quarter 4	Quarter 4	Quarter 4	Movement
	2019	2020	2021	2022	
	£	£	£	£	£
Sundry Invoice	216,991	287,268	219,823	361,960	142,137
Property Invoices	89,126	113,000	148,929	200,201	51,272
Total Invoices	306,117	400,268	368,752	562,161	193,409

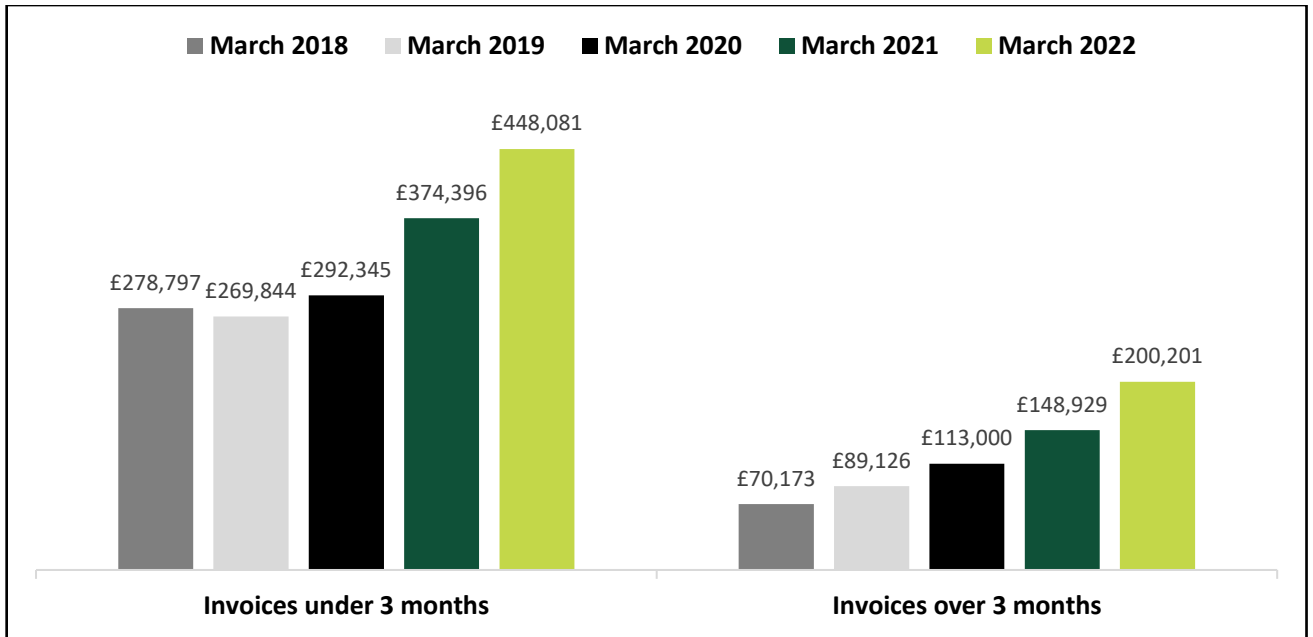
1.3. The overdue debts over 3 months old over previous years had remain low due to the introduction of a revised approach to the management of accounts in arrears. However, since the pandemic arrears have remained stubbornly high, particularly for shop premises. All accounts are actively managed and officers from Property, Legal and Finance continue to work in collaboration to reduce debts.

1.4. The position relating to Sundry Debtor and Property Invoices are as follows:

Sundry Debtors

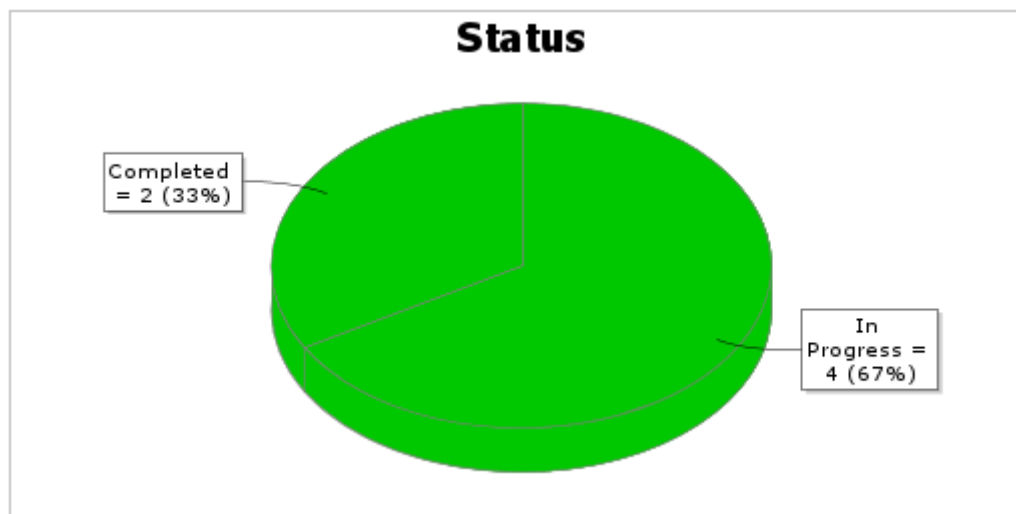


Property Invoices and Debt



Corporate Plan Priority: A safe, clean and green living environment

This report details the progress we have made against the Corporate Plan Priority of 'a safe, clean and green living environment'.



WFF 22/23 69

Stourport Riverside



Due Date	Managed By	Latest Note	Latest Note Date
31-Dec-2021	Steve Brant;	Original works identified within the plan are now complete for phase 1	25-Jan-2022

WFF 22/23 87 To monitor the potential impact of the government's waste strategy as this could reduce current commercial income streams 

Due Date	Managed By	Latest Note	Latest Note Date
23-Mar-2023	Steve Brant	Still awaiting consultation on consistency.	09-Mar-2023

WFF 22/23 99 Electric Vehicle Charging Points 

Due Date	Managed By	Latest Note	Latest Note Date
30-Jun-2023	Kate Bailey	Selected contractor going through procurement checks.	10-May-2023

WFF 22/23 100 Wyre Forest Wild 

Due Date	Managed By	Latest Note	Latest Note Date
31-Mar-2024	Steve Brant	Preparing an internal funding bid to the Innovation Fund.	04-May-2023

WFF 22/23 104 Brinton Park HLF 

Due Date	Managed By	Latest Note	Latest Note Date
30-Sep-2024	Steve Brant	Phase 1 (project initiation) is 75% complete. Still waiting for HLF to agree revalued work.	04-May-2023

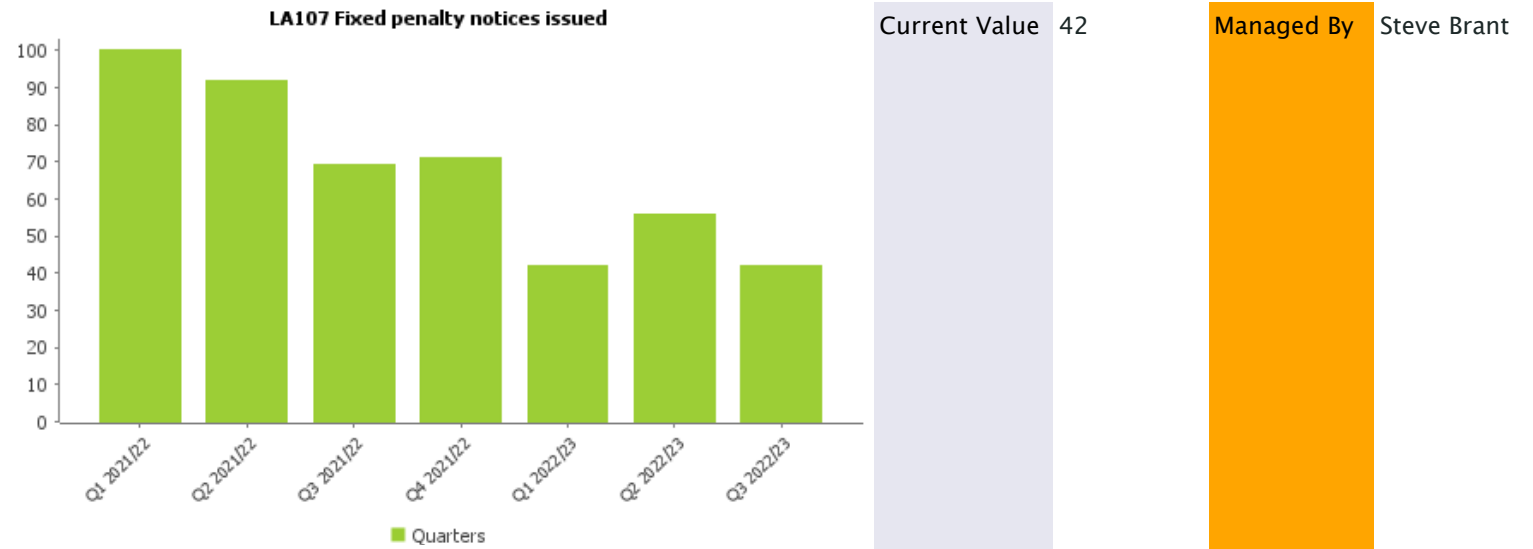
WFF 22/23 105 Solar Farm 

Due Date	Managed By	Latest Note	Latest Note Date
30-Jun-2023	Kate Bailey	Proposals received from consultant regarding new connection to grid. Awaiting timeline.	10-May-2023

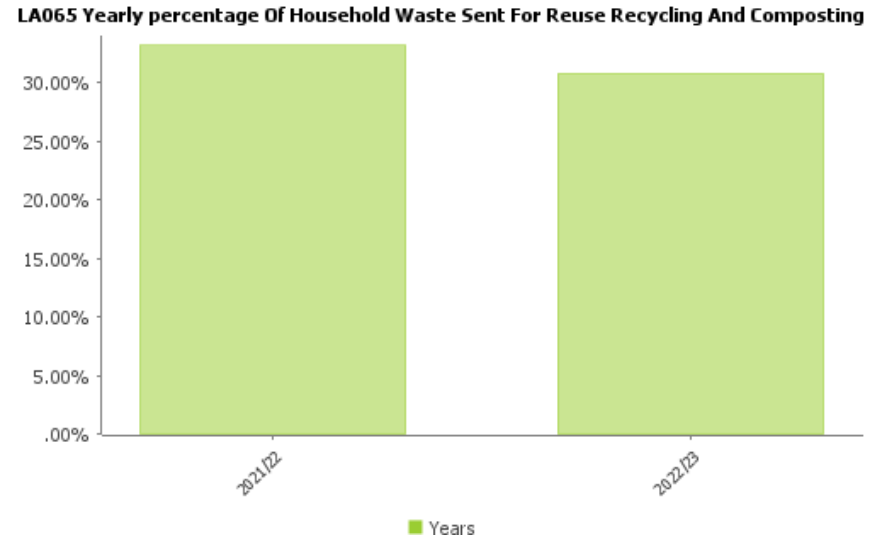
Measures

As a way of measuring the progress with our purpose, we collect key data to monitor trends and patterns. This data not only helps us to understand the impact of the work that we are doing but it also assists with decision making at a corporate level. The latest available data is detailed below:

LA107 Fixed penalty notices issued



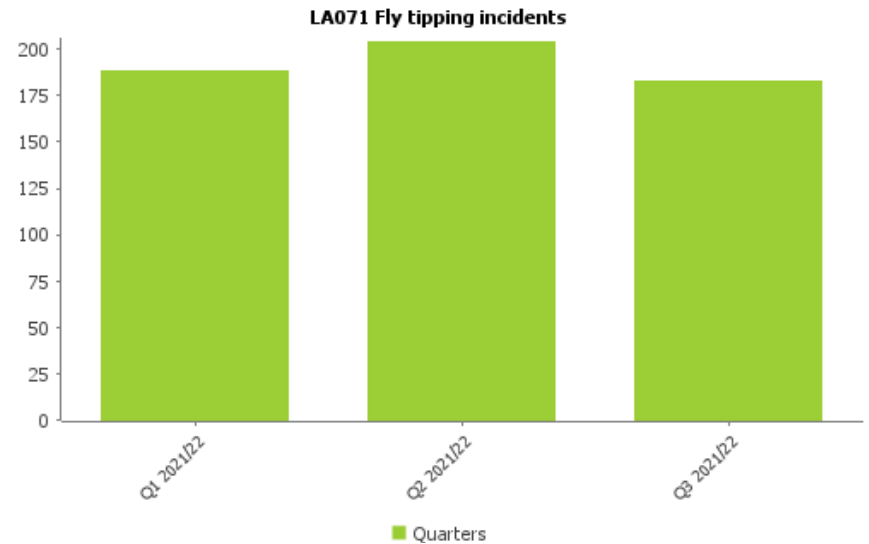
LA065 Yearly percentage Of Household Waste Sent For Reuse Recycling And Composting



Current Value 30.81%

Managed By Steve Brant

LA071 Fly tipping incidents

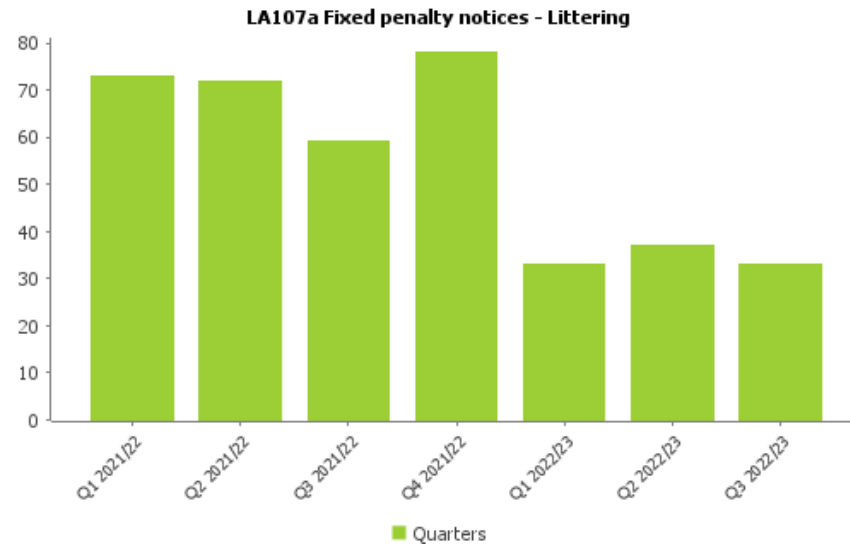


Current Value 183

Managed By Steve Brant

LA107 Fixed penalty notices – Littering

a

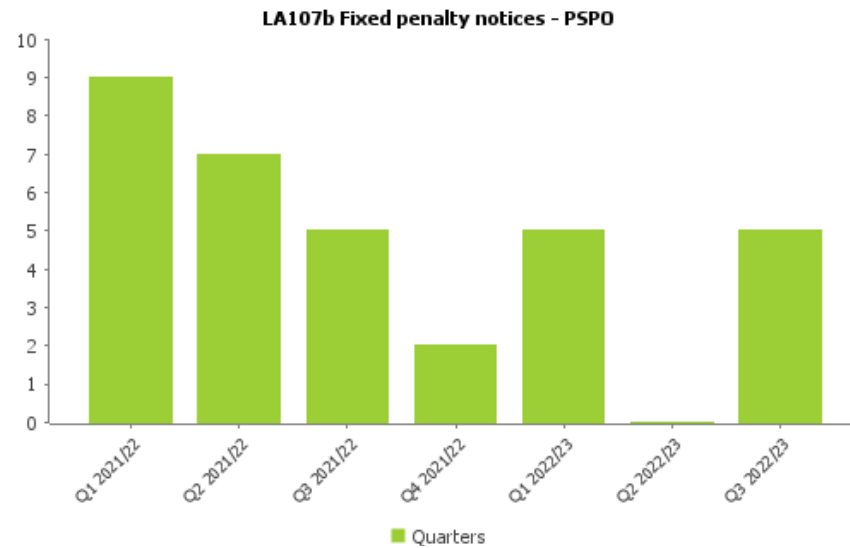


Current Value 33

Managed By Steve Brant

LA107 Fixed penalty notices – PSPO

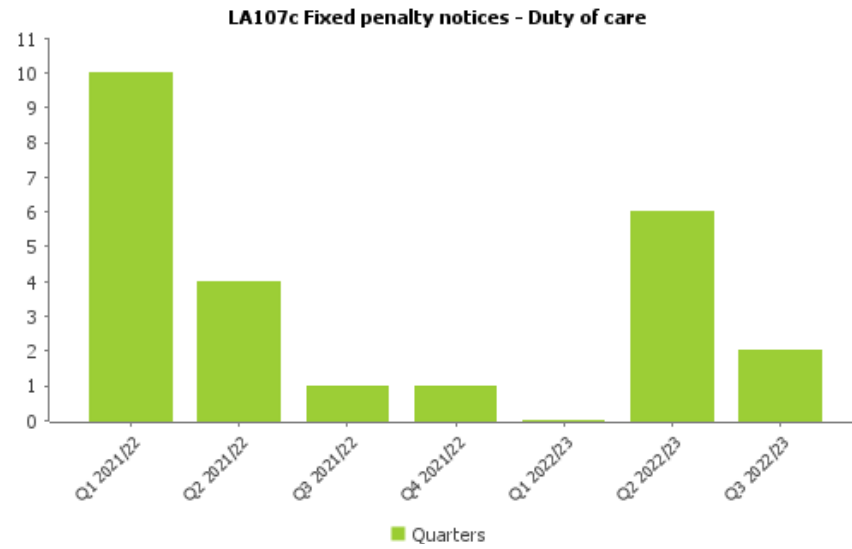
b



Current Value 5

Managed By Steve Brant

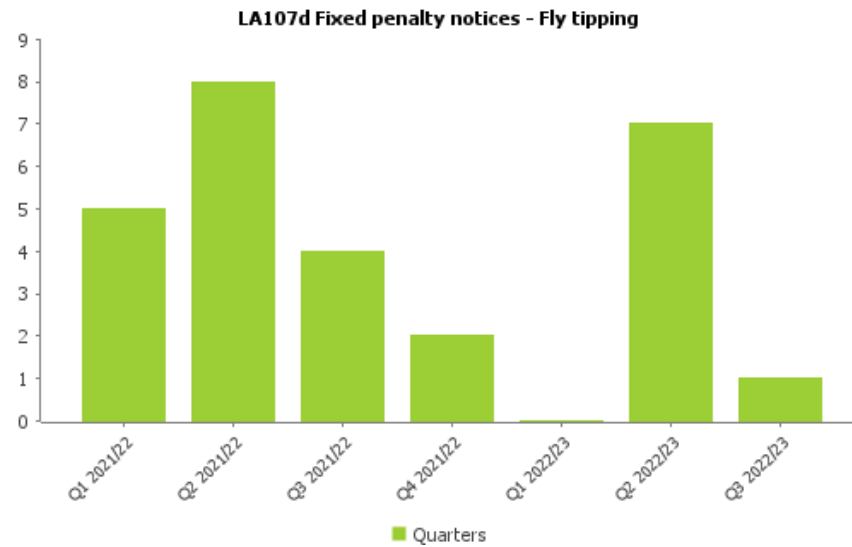
LA107 Fixed penalty notices – Duty of care
c



Current Value 2

Managed By Steve Brant

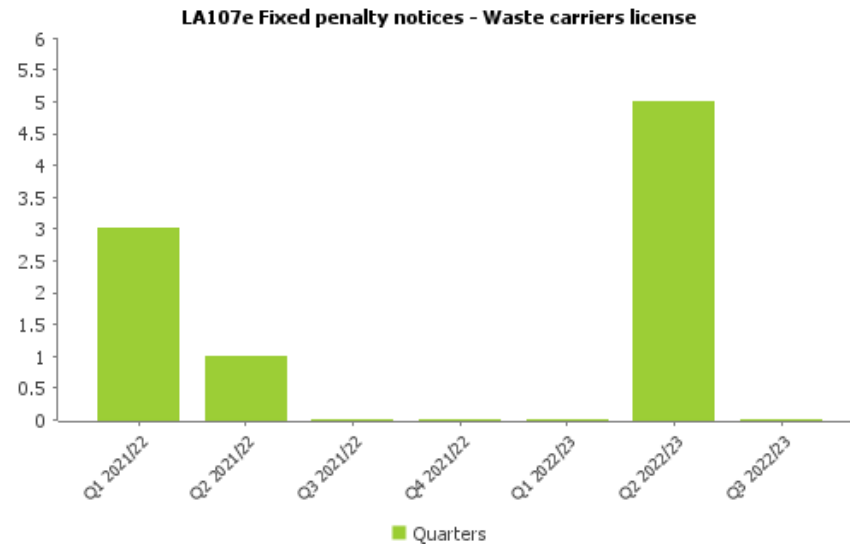
LA107 Fixed penalty notices – Fly tipping
d



Current Value 1

Managed By Steve Brant

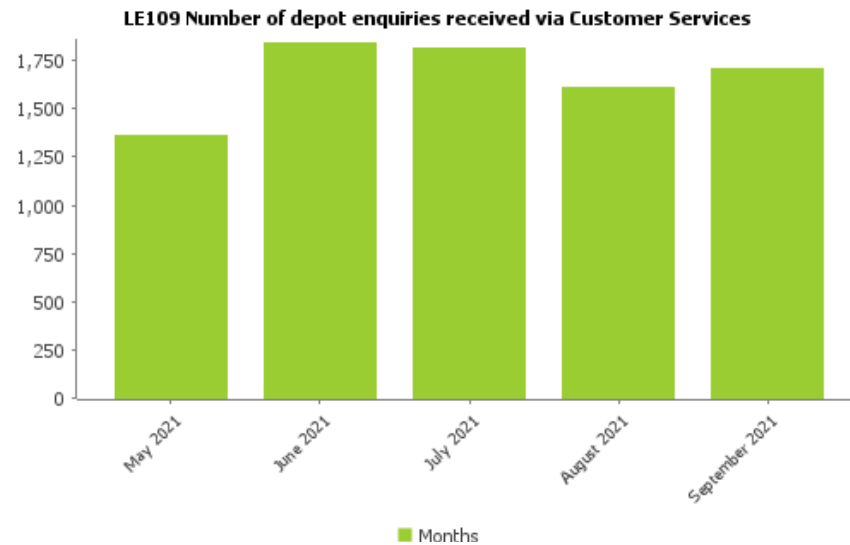
LA107 Fixed penalty notices – Waste carriers license



Current Value 0

Managed By Steve Brant

LE109 Number of depot enquiries received via Customer Services



Current Value 1,705

Managed By Steve Brant

Report of: Steve Brant

Date

08/06/2023

Open

Review of inclusive play equipment in the parks owned by WFDC

Summary

Attached is a briefing report providing an overview of inclusive play equipment in the parks owned by WFDC and suggests the establishment of a review panel, as suggested by the previous Cabinet.

The Overview and Scrutiny Committee is invited to consider a review of inclusive play equipment in the parks owned by WFDC and to establish a review panel.

Officer contact details

Name: Steve Brant

Title: Head of Community & Environment

Contact number: 01562 732922

Overview & Scrutiny Committee

Briefing Paper

Report of: Steve Brant, Head of Community & Environment

Date: Thursday, 8 June 2023

Open

Review of inclusive play equipment in the parks owned by WFDC

1. Summary

- 1.1 This report provides an overview of inclusive play equipment in the parks owned by WFDC and suggests the establishment of a review panel.

2. Background

- 2.1 The provision of disabled play equipment in Brinton Park and Stourport riverside was part of the alternative budget proposals by the Conservative Group prior to the May elections. In response at that time, it was a suggestion of the previous Cabinet that the Overview and Scrutiny Committee could undertake a review of inclusive play equipment in the parks owned by WFDC in the new municipal year.

3. Key Issues

- 3.1 Local authorities are being urged by leading UK charities and industry bodies across the country to create accessible and inclusive child play space. According to the Sensory Trust inclusive play makes opportunities available to all children, regardless of physical ability and background. Inclusive play is about all children having the chance to play together.
- 3.2 WFDC does not have a specific list of play equipment that necessarily meets the criteria of inclusive play. However, officers are of the view that the following would be included in such a list, including what the Council has already spent.

Equipment	Park	Amount
Splash pad	Brinton Park	£330,000
Pirate Ship	Stourport Riverside	£60,000
Roundabout	Heronswood Road Play Area, Spennells	£6,000

- 3.3 It is suggested that a Review Panel is set up to undertake a review of inclusive play. The below is a suggested timetable:

June 2023	Review Panel established by the end of June with terms of reference and frequency of meetings to be agreed
June-September 2023	Meetings of the Review Panel held
October 2023	Final report produced
November 2023	Findings presented to Cabinet to feed into Cabinet’s consideration of MTFS for 2023 onwards

4. Options

- 4.1 Overview and Scrutiny is invited to undertake a review of inclusive play equipment in the parks owned by WFDC and to establish a review panel.

5. Consultation

- 5.1 The Review Panel and Overview and Scrutiny would form a consultative process in itself. The Review Panel may also decide to undertake its own consultation as part of its work.

6. Relevant Council Policies/Strategies

- 6.1 Wyre Forest District Council Corporate Plan 2019 – 2023

7. Implications

- 7.1 Resources: The Review Panel would require Member and Officer time.
 7.2 Equalities: No direct implications from this report but it would be expected that the findings of the Review Panel would have a positive impact on disabilities as a protected group.
 7.3 Partnership working: No direct implications from this report.
 7.4 Human Rights: No direct implications from this report.
 7.5 E-Government: No direct implications from this report.
 7.6 Transformation: No direct implications from this report.

8. Equality Impact Needs Assessment

- 8.1 An Equality Impact Assessment is not applicable at this time, but it would be expected that the findings of the Review Panel would have a positive impact on disabilities as a protected group.

9. Wards affected

9.1 District wide

Officer Contact Details:

Steve Brant
Head of Community & Environment
01562 732922

**Overview & Scrutiny Committee
Work Programme 2023-2024**

June 2023

Performance and Budget Monitoring Q4 update

Review of inclusive play equipment in the parks owned by WFDC

July 2023

Review of Public Space Protection Orders and results of the consultation period

Worcestershire Housing Strategy

Nominations for Treasury Management Review Panel (Chair to be appointed)

September 2022

Performance and Budget Monitoring Q1 update

Environmental Enforcement Policy