

5 July 2016

Committee	Executive
Date	Wednesday, 13 July 2016
Time of Meeting	2:00 pm
Venue	Committee Room 1

ALL MEMBERS OF THE COMMITTEE ARE REQUESTED TO ATTEND



**for Sara J Freckleton
Borough Solicitor**

Agenda

1. ANNOUNCEMENTS

When the continuous alarm sounds you must evacuate the building by the nearest available fire exit. Members and visitors should proceed to the visitors' car park at the front of the building and await further instructions (staff should proceed to their usual assembly point). Please do not re-enter the building unless instructed to do so.

In the event of a fire any person with a disability should be assisted in leaving the building.

2. APOLOGIES FOR ABSENCE AND SUBSTITUTIONS

To receive apologies for absence and advise of any substitutions.



	Item	Page(s)
3.	DECLARATIONS OF INTEREST	
	Pursuant to the adoption by the Council on 26 June 2012 of the Tewkesbury Borough Council Code of Conduct, effective from 1 July 2012, as set out in Minute No. CL.34, Members are invited to declare any interest they may have in the business set out on the Agenda to which the approved Code applies.	
4.	MINUTES	1 - 7
	To approve the Minutes of the meeting held on 8 June 2016.	
5.	ITEMS FROM MEMBERS OF THE PUBLIC	
	To receive any questions, deputations or petitions submitted under Rule of Procedure 12.	
	<i>(The deadline for public participation submissions for this meeting is 7 July 2016).</i>	
6.	EXECUTIVE COMMITTEE FORWARD PLAN	8 - 11
	To consider the Committee's Forward Plan.	
7.	PERFORMANCE MANAGEMENT REPORT - QUARTER FOUR 2015/16	12 - 64
	To receive and respond to the findings of the Overview and Scrutiny Committee's review of the quarter 4 performance management information.	
8.	FINANCIAL OUTTURN REPORT INCLUDING CAPITAL FINANCING AND EARMARKED RESERVES 2015/16	65 - 90
	To consider the Council's General Fund outturn for 2015/16, the financing of the capital programme and the annual treasury management report and performance, and to approve the transfers to and from earmarked reserves.	
9.	SEPARATE BUSINESS	
	The Chairman will move the adoption of the following resolution:	
	That under Section 100(A)(4) Local Government Act 1972, the public be excluded for the following items on the grounds that they involve the likely disclosure of exempt information as defined in Part 1 of Schedule 12A of the Act.	
10.	SALE OF LAND AT EVESHAM ROAD, BISHOP'S CLEEVE	91 - 96
	<i>(Exempt –Paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972 –Information relating to the financial or business affairs of any particular person (including the authority holding that information))</i>	
	To consider the sale of land at Evesham Road, Bishop's Cleeve.	

DATE OF NEXT MEETING
WEDNESDAY, 31 AUGUST 2016

COUNCILLORS CONSTITUTING COMMITTEE

Councillors: R E Allen, Mrs K J Berry, R A Bird, D M M Davies, M Dean, Mrs E J MacTiernan, J R Mason, R J E Vines (Chair) and D J Waters (Vice-Chair)

Substitution Arrangements

The Council has a substitution procedure and any substitutions will be announced at the beginning of the meeting.

Recording of Meetings

Please be aware that the proceedings of this meeting may be recorded and this may include recording of persons seated in the public gallery or speaking at the meeting. Please notify the Democratic Services Officer if you have any objections to this practice and the Chairman will take reasonable steps to ensure that any request not to be recorded is complied with.

Any recording must take place in such a way as to ensure that the view of Councillors, Officers, the public and press is not obstructed. The use of flash photography and/or additional lighting will not be allowed unless this has been discussed and agreed in advance of the meeting.

TEWKESBURY BOROUGH COUNCIL

**Minutes of a Meeting of the Executive Committee held at the Council Offices,
Gloucester Road, Tewkesbury on Wednesday, 8 June 2016 commencing at
2:00 pm**

Present:

Chair
Vice Chair

Councillor R J E Vines
Councillor D J Waters

and Councillors:

R E Allen, Mrs K J Berry, R A Bird, D M M Davies, M Dean, Mrs E J MacTiernan and J R Mason

also present:

Councillor T A Spencer

EX.1 ANNOUNCEMENTS

- 1.1 The evacuation procedure, as set out on the Agenda, was taken as read.
- 1.2 The Chair welcomed Councillor T A Spencer to the meeting and advised that he was in attendance as an observer.

EX.2 DECLARATIONS OF INTEREST

- 2.1 The Committee's attention was drawn to the Tewkesbury Borough Council Code of Conduct which was adopted by the Council on 26 June 2012 and took effect from 1 July 2012.
- 2.2 The following declaration was made:

Councillor	Application No./Item	Nature of Interest (where disclosed)	Declared Action in respect of Disclosure
D J Waters	Item 10 – Request for Write-Off – Community Grant.	Is the Council's representative on the Board of Severn Vale Housing Society.	Would not speak or vote and would leave the meeting for the consideration of this item.

- 2.3 There were no further declarations made on this occasion.

EX.3 MINUTES

- 3.1 The Minutes of the meeting held on 6 April 2016, copies of which had been circulated, were approved as a correct record and signed by the Chair.

EX.4 ITEMS FROM MEMBERS OF THE PUBLIC

4.1 There were no items from the public on this occasion.

EX.5 EXECUTIVE COMMITTEE FORWARD PLAN

5.1 Attention was drawn to the Committee's Forward Plan, circulated at Pages No. 11-14. Members were asked to consider the Plan.

5.2 Accordingly, it was

RESOLVED: That the Committee's Forward Plan be **NOTED**.

EX.6 APPOINTMENT OF PORTFOLIO HOLDERS AND SUPPORT MEMBERS

6.1 Attention was drawn to the document, attached to the Agenda at Page No. 15, which showed the Portfolio Holders and their Support Members for the forthcoming Municipal Year. Members were asked to confirm their appointment.

6.2 Accordingly, it was

RESOLVED: That the following Portfolio Holders and their Support Members be **CONFIRMED**:

Leader of the Council/Corporate Portfolio –

Councillor R J E Vines.

Corporate Portfolio Support Member –

Councillor Mrs G F Blackwell.

Customer Focus Portfolio –

Councillor M Dean.

Customer Focus Support Member –

Councillor Mrs H C McLain.

Organisational Development Portfolio Holder –

Councillor Mrs E J MacTiernan.

Organisational Development Support Member –

Councillor Mrs J Greening.

Finance and Asset Management Portfolio –

Councillor D J Waters.

Finance and Asset Management Support Member –

Councillor R Furolo.

Built Environment Portfolio Holder –

Councillor D M M Davies.

Built Environment Support Member –

Councillor R D East.

Clean and Green Environment Portfolio Holder –

Councillor J R Mason.

Clean and Green Environment Support Member –

Councillor M J Williams.

Community Portfolio Holder –

Councillor Mrs K J Berry.

Community Support Member –
 Councillor Mrs P E Stokes.
 Economic Development/Promotion Portfolio Holder –
 Councillor R A Bird.
 Economic Development/Promotion Support Member –
 Councillor P D Surman.
 Health and Wellbeing Portfolio Holder –
 Councillor R E Allen.
 Health and Wellbeing Support Member –
 Councillor T A Spencer.

EX.7 FLOOD RISK MANAGEMENT GROUP TERMS OF REFERENCE AND ACTION PLAN

- 7.1 The report of the Interim Environmental and Housing Services Group Manager, circulated at Pages No. 16-36, sought to review the Terms of Reference of the Flood Risk Management Group and the associated Action Plan. Members were asked to adopt the Terms of Reference and the Flood Risk Management Action Plan and to agree that the Action Plan be monitored by the Overview and Scrutiny Committee on an annual, rather than quarterly, basis.
- 7.2 The Deputy Chief Executive advised that the Overview and Scrutiny Committee had been monitoring the progress of the work of the Flood Risk Management Group and had considered the Terms of Reference, and associated Action Plan, at its meeting on 12 April 2016. The information considered by that Committee was now before the Executive Committee for authorisation. It was felt that the Flood Risk Management Group was a well-established Group that had been very successful during the time that it had been in operation.
- 7.3 At its meeting on 15 March 2016, the Flood Risk Management Group had made a recommendation to the Overview and Scrutiny Committee that it consider its Action Plan on an annual rather than quarterly basis as at present. Members of the Group felt that the current arrangement was inefficient as it met quarterly which meant that each of its meetings formed the basis of a report to the Overview and Scrutiny Committee; this issue was highlighted in the draft Terms of Reference and, if adopted, would be brought into force. The draft Terms of Reference also contained three small changes to clarify terminology and those were highlighted in bold.
- 7.4 During the brief discussion which ensued, a Member advised that he was happy with the amendments proposed but questioned whether the Group would also report by exception as necessary. The Deputy Chief Executive confirmed that this would be the case. Another Member referred to a problem with blocked drains in Winchcombe and he questioned whether this would be something that could be raised through the Group with the County Council. In response, the Chair of the Flood Risk Management Group indicated that this was the responsibility of County Highways and was not something that the Flood Risk Management Group would address. Officers would, however, be able to raise the concerns through the Council's Flood Risk Management Engineer and via a letter from herself as Chair of the Group.

7.5 Accordingly, it was

- RESOLVED:**
1. That the Terms of Reference and Flood Risk Management Group Action Plan be **ADOPTED** for the next 12 months.
 2. That the Flood Risk Management Group Action Plan progress be **MONITORED** by the Overview and Scrutiny Committee on an annual basis.

EX.8 SPRING GARDENS AND OLDBURY ROAD REGENERATION MEMBER REFERENCE GROUP - TERMS OF REFERENCE

8.1 The report of the Finance and Asset Management Group Manager, circulated at Pages No. 37-40, asked Members to approve the revised Terms of Reference of the Spring Gardens and Oldbury Road Regeneration Member Reference Group following comments made by Council at its meeting on 19 April 2016 and in accordance with the wishes of the Group.

8.2 Members were advised that, at the meeting of the Executive Committee on 6 April 2016, the establishment of a Member Reference Group to oversee the regeneration of the Spring Gardens and Oldbury Road area had been approved. This had included the approval of the suggested Terms of Reference and composition of the Group. Further discussion on the matter had been undertaken at Council on 19 April and some amendments, including increasing the Membership of the Group, had been suggested. As agreed at Council, those matters had been discussed at the first meeting of the Member Reference Group and subsequently the amendments were now proposed to the Executive Committee for approval.

8.3 The changes recommended were that the Membership of the Group be increased from seven Members to 10 Members; and that point 3(b) of the Terms of Reference be amended to read 'to act as a critical friend and sounding board for issues emerging'. Members felt that the suggestions seemed sensible and accordingly, it was

- RESOLVED:** That the revised Terms of Reference for the Spring Gardens and Oldbury Road Regeneration Member Reference Group be **APPROVED** as contained in Appendix A to the report.

EX.9 REQUEST FOR WRITE-OFF - COMMUNITY GRANT

9.1 The report of the Deputy Chief Executive, circulated at Pages No. 41-45, set out the details of a community grant previously provided to the Prior's Park Neighbourhood Project to convert 101-105 Queen's Road, Tewkesbury into a community centre within which to deliver a range of community facilities. The freeholder of the property was Severn Vale Housing Society and at the time of the grant award a full charge had been levied on the property for the grant, thus making Severn Vale Housing Society responsible for any repayment. Subsequent events had meant that Severn Vale Housing Society had asked the Prior's Park Neighbourhood Project to leave the property and there was thus a need for the grant to be repaid. Since the grant award Members had made two amendments to grant the conditions applicable to community grants which affected the repayment amounts; those reduced the length of time a grant would need to be repaid over and allowed for a reasonable depreciation to be taken into account. The grant for 101-105 Queens Road was not subject to those amended conditions. Members were asked to consider applying those changes to the sum owed and to agree to

write-off a sum, not exceeding £34,931, which was due under the legal charge by Severn Vale Housing Society on the property. This would be conditional upon the sum of £38,715.69 being first received; and subject to receipt of the sum of £38,715.69, to authorise the Borough Solicitor to release the legal charge upon 101-105 Queen's Road, Tewkesbury.

- 9.2 The Deputy Chief Executive explained that, in April 2010, the Borough Council's capital grant programme had awarded a grant of £106,356 to Prior's Park Neighbourhood Project for works to 101-105 Queen's Road which included conversion of an existing retail unit into a suitable space for community use. Clear objectives had been placed on the award of the grant which included the provision of community and family based information facilities; accommodation for training programmes for 16-25 year olds; facilities for meetings of a residents' panel; and facilities for children's clubs and groups. Only £73,646.69 of the award was utilised to carry out the necessary alterations and the four key outcomes had been delivered to support enhanced community facilities in the neighbourhood. As the property in question was only leased by the Prior's Park Neighbourhood Project, the Council, in accordance with its grant procedures, had placed a charge for the full amount of the grant onto the lease. In 2015, Severn Vale Housing Society had reviewed its assets and, as part of that review, had ceased its arrangement with Prior's Park Neighbourhood Project and agreed to work with them to move the services provided to another building which was owned by Prior's Park Neighbourhood Project; Severn Vale Housing Society, as the freeholder, was therefore required to repay the unused grant. The Council's cooperation was required in order for Severn Vale Housing Society to be able to clear the charge from the Society's freehold title.
- 9.3 In 2011, the Council had carried out a review of the conditions applied under the community grants scheme and had introduced a number of changes in the process of clawing back allocated grants. Prior to that, the capital grant conditions did not allow for any tapering of the clawback over time and calculated the repayment in full of any grant for the whole 21 years subsequent to an award. Members determined that those conditions were unreasonable and amended them to better account for the true cost of the works and the extent of community benefit. In 2015, Members had also agreed to reduce the term over which repayment was required and had reduced the overall period from 21 to 10 years.
- 9.4 In conclusion, Members were advised that the award of the capital grant in 2010 had been effectively utilised to provide much needed community space to support local activities which had benefited the lives of people living in Prior's Park. Five years after the award of the grant, unforeseen circumstances had meant the property had been returned to the owner and another local community space was being used to maintain the work. As such a proportion of the original grant was due to be repaid to the Borough Council and, taking into account the subsequent review of grant conditions, it was recommended that depreciation and the new length of repayment amendments were applied to the debt. Members were asked if they wished to determine if they wanted to apply those conditions retrospectively.
- 9.5 During the discussion which ensued, a Member questioned who the grant had been given to originally and, in response, the Deputy Chief Executive confirmed that the grant had been given to Prior's Park Neighbourhood Project but Severn Vale Housing Society had signed the charge on the grant on the basis that it was the freeholder of the building. This meant there were no implications for Prior's Park Neighbourhood Project; there seemed to have been a lack of understanding about the issue on the part of Severn Vale Housing Society for which some apology had been made but the management team did now understand the situation. The Borough Solicitor confirmed that the Council was entitled to ask for the return of the full amount but the report recognised that there had been a change in grant conditions and asked Members to use their discretion to approve

that. In addition, the Deputy Chief Executive advised that, until the charge was released, Severn Vale Housing Society was unable to let the property due to the charge and, as they had a willing tenant, there was a need to resolve the situation.

- 9.6 Generally Members were of the view that, as the money which was due would go back into the grants pot, it should be reclaimed so that it could be used for the benefit of the community as there were undoubtedly plenty of projects within the Borough that could use it. They were concerned about writing off such a large sum of taxpayers' money without a good reason. It was also felt that there was a wider discussion to be had about affordable housing within the Borough and it was suggested that this should be an Agenda item for a future meeting.
- 9.7 The Chief Executive indicated that, for a number of months, the new management team at Severn Vale had been trying to change the way they did things and part of that was changing the way they dealt with the Borough Council. Officers had indicated that they would like to have a more constructive relationship with them and it was hoped that this would continue to develop; it was felt that, in this instance, there was a balance to weigh up between the importance of partnership working and of reclaiming funding. Members expressed the view that they wanted to maintain a positive and constructive relationship with Severn Vale Housing Society.
- 9.8 A Member proposed, and it was seconded, that the Committee did not accept the recommendation from Officers and instead enforced the original agreement. Upon being put to the vote the motion was carried and, accordingly, it was

RESOLVED: That no remission be made in respect of the sum due under the legal charge on the property at 101-105 Queens Road, Tewkesbury.

EX.10 REVISIONS TO THE REDUNDANCY AND REDEPLOYMENT POLICY

- 10.1 The report of the Corporate Services Group Manager, circulated at Pages No. 46-65, asked Members to agree changes to the Council's Redundancy and Redeployment Policy to reduce the multiplier from 2.2 to 1 whilst continuing to calculate the redundancy payment on an employee's actual pay.
- 10.2 In introducing the report, the Corporate Services Group Manager explained that local authorities had the discretion to make certain payments over and above the statutory redundancy payment scheme. However, in light of the current economic climate and the Council's budget, the discretionary elements of the Redundancy and Redeployment Scheme had been reviewed. The Council currently paid an enhanced payment to employees which was calculated on actual pay with a multiplier of 2.2 using the statutory redundancy table based on age and length of service; this provided for a maximum of 66 weeks' pay. The proposal was to remove the multiplier and to provide for a maximum of 30 weeks' pay. Members were advised that the proposed policy had been formulated to ensure fairness and consistency in the treatment of employees regardless of age whilst at the same time facilitating the changes required by the authority.
- 10.3 The Committee was advised that the Trade Unions had been consulted on the proposed changes to the Policy and their response was set out at Paragraph 9.1 of the report. They accepted that the change was necessary but wanted a phased implementation of the changes; this was not felt to be equitable.

10.4 In response to a query, the Corporate Services Group Manager provided the example that a Group Manager at 60 years old could receive £14,730 via the statutory scheme; £61,692 with the 2.2 multiplier; and £28,473 under the amended policy with a multiplier of 1. It was also confirmed that, if approved, the changes would be introduced from 1 July 2016. A Member indicated that the Council would soon be undertaking a staffing review and she questioned whether there were Officers that would need to use the Policy during that review. In response, the Chief Executive explained that eligibility for redundancy would depend on circumstances; if someone resigned but their post remained then they would not be eligible for redundancy as it was the post that was made redundant. It had been three years since the last major review of the Council's staffing structure and the next review would most likely be a minor one. One Member expressed the view that to offer a maximum of 20 years redundancy could be seen as ageism as there were members of staff that would be entitled to far more than 20 years. In response, the Human Resources Adviser explained that the statutory table was based on age and years service but could only be applied to a maximum of 20 years service; there was, therefore, nothing that the Council could do to change its calculation in that regard.

10.5 Having considered the information provided, it was

RESOLVED: That the amendments to the Redundancy and Redeployment Policy be **APPROVED**, with effect from 1 July 2016, with payments continuing to be calculated on an employee's actual weekly pay and the multiplier being reduced from 2.2 to 1.

EX.11 SEPARATE BUSINESS

11.1 The Chair proposed, and it was

RESOLVED That, under Section 100(A)(4) of the Local Government Act 1972, the public be excluded from the meeting for the following items on the grounds that they involve the likely discussion of exempt information as defined in Part 1 of Schedule 12A of the Act.

EX.12 SEPARATE MINUTES

12.1 The separate Minutes of the meeting held on 6 April 2016, copies of which had been circulated, were approved as a correct record and signed by the Chair.

The meeting closed at 3:20 pm

EXECUTIVE COMMITTEE FORWARD PLAN

JULY 2016 TO JANUARY 2017 (No meeting in September or December)

REGULAR ITEM:

- **Forward Plan – to note the forthcoming items.**

<u>Addition to 13 July 2016</u>
•
<u>Deletion from 13 July 2016</u>
<ul style="list-style-type: none"> • Transfer of Land at The Hangings. • Procurement of Countywide Choice Based Lettings Scheme. • Gold Standard Housing.

Committee Date: 31 August 2016			
Agenda Item	Overview of Agenda Item	Lead Officer	Has agenda item previously been deferred? Details and date of deferment required
Financial Update – Quarter 1 Performance (Annual).	To consider the quarterly budget position.	Simon Dix, Finance and Asset Management Group Manager.	No.
Cemetery Provision in Tewkesbury Town.	To review the options for the provision of cemetery facilities within Tewkesbury Town.	Simon Dix, Finance and Asset Management Group Manager.	Yes – deferred from 8 June 2016.
Respect at Work.	To agree the amendments to the current Anti-Bullying and Harassment Policy (renamed to Respect at Work Policy) to take effect from 1 September 2016.	Graeme Simpson, Corporate Services Group Manager.	No.

∞

Agenda Item 6

Committee Date: 12 October 2016

Agenda Item	Overview of Agenda Item	Lead Officer	Has agenda item previously been deferred? Details and date of deferment required
Medium Term Financial Strategy (MTFS) (Annual).	To recommend to Council the adoption of the five year MTFS which describes the financial environment the Council is operating in and the pressures it will face in delivering its services and a balanced budget over the period.	Simon Dix, Finance and Asset Management Group Manager.	No.
Performance Management Report – Quarter 1 2016/17 (Annual).	To receive and respond to the findings of the Overview and Scrutiny Committee’s review of the quarter one performance management information.	Graeme Simpson, Corporate Services Group Manager.	No.
Policy for the Localism Agenda on Revenues and Benefits.	To consider a new discretionary relief for business rates under the Localism Agenda.	Richard Horton, Revenues and Benefits Group Manager.	Yes – Deferred until further information is received from the Government.
Review of Procurement Strategy.	To approve the Procurement Strategy.	Simon Dix, Finance and Asset Management Group Manager.	No.
Mobile Homes and Caravan Site Licensing Policy	To approve the Mobile Homes and Caravan Site Licensing Policy.	Richard Kirk, Interim Environmental and Housing Services Group Manager.	No.

6

Committee Date: 23 November 2016

Agenda Item	Overview of Agenda Item	Lead Officer	Has agenda item previously been deferred? Details and date of deferment required
Financial Update – Quarter 2 Performance (Annual).	To consider the quarterly budget position.	Simon Dix, Finance and Asset Management Group Manager.	No.
Recruitment of Environmental Warden.	To consider the recruitment of an Environmental Warden..	Richard Kirk, Interim Environmental and Housing Services Group Manager.	No.
Review of Safeguarding Children Policy.	To consider and review the Safeguarding Policy.	Richard Kirk, Interim Environmental and Housing Services Group Manager.	No.
Homeless Strategy.	To consider the draft Homeless Strategy 2016 -21. This Strategy will be progressed in advance of the overarching Housing Strategy to comply with statutory obligations.	Richard Kirk, Interim Environmental and Housing Services Group Manager.	No.
Fee Charging Strategy.	To consider and agree a Fee Charging Strategy for the Council.	Simon Dix, Finance and Asset Management Group Manager.	No.

Committee Date: 4 January 2017			
Agenda Item	Overview of Agenda Item	Lead Officer	Has agenda item previously been deferred? Details and date of deferment required
Performance Management Report – Quarter 2 2016/17 (Annual).	To receive and respond to the findings of the Overview and Scrutiny Committee's review of the quarter one performance management information.	Graeme Simpson, Corporate Services Group Manager.	No.
Housing Strategy.	To approve the Housing Strategy.	Richard Kirk, Interim Environmental and Housing Services Group Manager.	No.

11

TEWKESBURY BOROUGH COUNCIL

Report to:	Executive Committee
Date of Meeting:	13 July 2016
Subject:	Performance Management – Quarter 4 2015-16
Report of:	Councillor Phil Awford, Chair of Overview and Scrutiny Committee
Corporate Lead:	Mike Dawson, Chief Executive
Lead Members:	Councillors Mrs E J MacTiernan, Lead Member for Organisational Development, and D J Waters, Lead Member for Finance and Asset Management
Number of Appendices:	6

Executive Summary:

At Overview and Scrutiny Committee on 14 June 2016, consideration was given to the 2015/16 quarter 4 performance management information. The observations made by the Committee can be found in Appendix 1.

The documents reviewed at the meeting consisted of the Council Plan Performance Tracker (Appendix 2), the Key Performance Indicator set (Appendix 3), the Revenue Budget Summary Statement (Appendix 4), the Capital Monitoring Statement (Appendix 5) and Reserves position summary (Appendix 6). These items form the core of the council's Performance Management framework. This is the last monitoring report on the Council Plan (2012-16). A new Council Plan (2016-2020) was approved by Council on 19 April 2016.

Recommendation:

To review and, if appropriate, take action against the observations of the Overview and Scrutiny Committee resulting from its review of the 2015-16, quarter 4 performance management information.

Reasons for Recommendation:

Monitoring reports to senior members are part of the Council's performance management framework.

Resource Implications:

None directly associated with this report.

Legal Implications:

None directly associated with this report.

Risk Management Implications:

If delivery of the Council's priorities is not effectively monitored then the Council cannot identify where it is performing strongly or where improvement in performance is necessary.

Performance Management Follow-up:

Performance management information is reported to Overview and Scrutiny Committee on a quarterly basis. The outcome of each quarterly review is then reported to Executive Committee.

Environmental Implications:

None directly associated with this report though elements of the Council Plan actions relate to environmental themes, for example, waste and recycling.

1.0 INTRODUCTION/BACKGROUND

1.1 The Council Plan Performance Tracker was introduced in 2012 and has proven to be an excellent tool to monitor the delivery of actions within the Council Plan. Supporting the tracker is a key set of Local Performance Indicators (LPI). The tracker and LPIs are reported on a quarterly basis to Overview and Scrutiny Committee. The outcome of the review, including any concerns or issues raised, are then reported to Executive Committee. This is the last monitoring report of the 2012-2016 Council Plan. A new Council Plan (2016-2020) was approved by Council on 19 April 2016.

1.2 At Overview and Scrutiny Committee on 14 June 2016, consideration was given to the 2015/16, quarter 4 performance management information. The observations made by the Committee can be found in Appendix 1.

Members are asked to review and scrutinise the following; Council Plan Performance Tracker (Appendix 2), the Key Performance Indicator set (Appendix 3), the Revenue Budget Summary Statement (Appendix 4), the Capital Monitoring Statement (Appendix 5) and the Reserves position summary (appendix 6). The majority of information within the performance tracker reflects the progress of Council Plan actions as at the time of writing the report. The remaining information including local performance indicators is of a financial and statistical type nature so represents the position as at the end of March 2016 (Qtr 4).

2.0 COUNCIL PLAN PERFORMANCE TRACKER

2.1 The Council Plan (2012-16) has five priorities on which action is focussed to deliver the Council's vision:

- Use resources effectively and efficiently
- Promote economic development
- Improve recycling and care for the environment
- Provide customer focussed community support
- Develop housing relevant to local needs

Each of the five priorities is supported by a number of objectives and actions which will focus activity on delivery of the priorities. The tracker has been developed and contains a set of key performance measures to support delivery of each Council Plan action.

2.2 For monitoring the progress of the Council Plan actions the following symbols are used:

☺ – action progressing well

☹ – the action has some issues or delay by there is no significant slippage in the delivery of the action

☹ – significant risk to not achieving the action or there has been significant slippage in the timetable or performance is below target

White – project has not yet commenced

✓ – action complete or annual target achieved

2.3 The majority of actions are progressing well, for example, since reporting the quarter 3 information, items of interest include;

- A Customer Care Strategy including corporate customer care standards has now been formally approved.
- A new complaints framework and policy introduced which makes it easier for customers to raise concerns and provides more effective monitoring.
- Approval of the Council's first ever digital strategy and this includes the development of a new website.
- A visit to the borough from a Chinese delegation where a successful business event was held to showcase local engineering firms.
- The formal handover of the new leisure centre to Places for People with opening on 30 May.
- Significant project work agreed for the regeneration of Tewkesbury Town.
- Community Infrastructure Levy Draft Charging Schedule approved at Council on 19 April 2016.
- Advancement in a number of neighbourhood plans.
- Community Grants Funding Officer has supported or signposted 180 groups to potential funding streams.

2.4 Due to the complex nature of the actions being delivered then inevitably some may not progress as smoothly or quickly as envisaged. From the information obtained from services actions with either a 😞 or 😊 are highlighted below: -

Action	Status and reason for status
Set council tax in line with Medium Term Financial Strategy (MTFS)	😞 - draft budget proposes to increase council tax by £5. Although outside of the strategy, this will help us to meet our increasing deficit.
Deliver the corporate savings programme -£ saved in accordance with programme target	😞 - There has been some difficulty in delivering the overall savings programme – this is largely due to a review of benefits claims, which has highlighted an increased number of claimant errors. The savings programme is therefore expected to be delivered in 2016/17 and not this financial year.
Rationalise office accommodation through new ways of working – generate £235k through additional rental by end of 2015/16	😞- partner to rent top floor not yet found but all avenues being looked at.
Develop a new workforce strategy	😞- the end of year target date has been affected by sickness absence.
Promote waste minimisation	😊 - increase in tonnage to landfill and reduction in % recycled
Street cleansing - Ensure we are responsive to customer complaints	😊 - new corporate complaints framework will allow for better capturing of data
Public Services Centre – one stop shop approach to customer service	😊 - improvements to reception is part of the strategic 'jigsaw' for the vision of the PSC.
Place Programme roll out	😊 - the East area pilot has been rolled out but dates have yet to be set for the member meetings in the other two areas.
Delivery of JCS and Tewkesbury Borough Plan	😞 - slippage in milestones as a result of additional examination phase

Identify an interim housing requirement to monitor five year supply of housing land	☹️ - There remains uncertainty over any calculation as the objectively assessed needs are still being established through the JCS examination.
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3.0 KEY PERFORMANCE INDICATORS (KPIs)

3.1 The set of Key Performance Indicators (KPIs) can be found in Appendix 2 and are a combination of contextual indicators and target related indicators. The set of KPIs must remain flexible to ensure they meet our needs. The data reported is the position at year end (March 2016).

3.2 Of the 17 indicators with targets, their status as at the end of quarter 4 is :

☹️ (target not achieved)	☺️ (target achieved)
8	9

In terms of the direction of travel i.e. performance compared to last year, the status for the 17 indicators are:

↑ (better performance than last year)	↓ (not as good as last year)
12	5

Note: the direction of travel for KPI 4 and 5 - anti-social behaviour and crime incidents. There are no targets for these indicators.

3.3 Key indicators of interest include:

KPI 4 & 5 –The number of anti-social behaviour incidents is continuing to decrease and is an indicator of the proactive work among partner agencies. Overall crime is increasing.

KPI 11 – sickness absence. Average number of days taken in the year was 8.74 days against a target of 7 days and an increase from the 2014/15 outturn of 8.67 days.

KPI 12 – planning processing times (major applications). Processing of major applications has seen significant improvement in Q4. This has led to 87.50% of applications being processed within the agreed time and is also an improvement on the 2014/15 outturn.

KPI 13-14 – planning processing times (minor and other applications). Processing times have not met target and performance is not as good as the previous year though performance has steadily improved since Q1.

KPI 15 & 16 – average time to process benefit application and change of circumstances. Processing times are the best ever and show continued improvement.

KPI 17 & 18 – council tax and business rate collection have met target and show improved performance on 2014/15 despite a significantly increased collection base.

KPI 24 – recycling. Performance continues to plateau around 51%.

KPI 26 – enviro crimes. Numbers have increased significantly since 2014/15 (1012 incidents to 1314 incidents).

KPI 30 – 229 affordable homes have been delivered in the year - the largest number delivered since 2007/8.

4.0 FINANCIAL SUMMARY - REVENUE POSITION

4.1 The Financial Budget Summary for Q4 shows a £916,947 saving (Q3 shows a £276,131 saving) against the profiled budget.

Below is a summary of the expenditure position for the Council split out between the main expenditure types.

4.2	Full Year Budget	Q4 Budget Position	Q4 Actual Position	Savings / (Deficit)	Budget Variance %
Group budget Summary					
Employees	8,097,677	8,194,436	8,088,058	106,378	1.3
Premises	666,394	647,142	593,414	53,727	8.3
Transport	166,390	164,391	149,099	15,292	9.3
Supplies & Services	2,328,723	2,312,088	2,061,924	250,164	10.8
Payments to Third Parties	4,243,935	4,281,501	4,474,265	(192,764)	(4.5)
Transfer Payments - Benefits Service	19,665,790	19,665,790	19,838,629	(172,839)	(0.9)
Income	(25,951,437)	(25,243,777)	(26,629,212)	1,385,435	(5.5)
Support Services	0	0	0	0	0.0
Capital Charges	443,878	0	0	0	0.0
Treasury Mg Activity	(188,835)	(164,699)	(118,025)	(46,674)	0.0
	9,472,515	9,856,871	8,458,151	1,398,720	14.19
Corporate budgets					
Salary & Procurement savings	(201,379)	(201,379)	0	(201,379)	100.0
New Homes Bonus	84,606	84,606	0	84,606	0.0
Retained Business Rates income	(250,000)	(250,000)	115,000	(365,000)	146.0
	9,105,742	9,490,098	8,573,151	916,947	9.66

- 4.3** Looking at the budget position of all Group Managers there is an underspend of £1,399k being shown (£777k at Q3).
- This is being achieved through underspends of:
- i) £106k on Employees. These costs savings have been achieved through vacant posts, rather than through reduction in staff numbers.
 - ii) £1,385k of additional income above budget projection, with additional income from planning applications contributing the majority to this. Other sources of income such as garden, trade waste and also from legal services work for third parties has helped achieve the underspend.
- 4.4** The reason for overspends within Groups include
- i) The year end position on the Housing Benefit Subsidy Claim is £192k below budget. Overpayments have continued to be above budget levels reducing the recovery of subsidy and leading to the budget deficit.
 - ii) The overspend against payments to Third Parties, is mostly relate to One Legal, although this is due to additional costs being incurred due to additional working being undertaken. The overspend has then been offset against additional income being earned.
 - iii) Treasury management continues to show an under recovery against budget. This is still impacted by the available of cash balances of the Virgin Media refund and the cost of the leisure centre.
- 4.5** Attached on Appendix 3 is a summary of the position for each Group Manager, which shows the current variance against their budget. Where the main types of expenditure headings within the Group Manager's responsibility have a variance over £10k, a short explanation for the reason for the variance has been provided.
- 4.6** The main reasons for the movement between the reported Q3 position and the Q4 position is due to:-
- i) release of new homes bonus not spend during the year (£110k)
 - ii) one off gain (£97k) from a release of a provision held to cover the potential cost of a rent review which has not been realised.
 - iii) Environmental Health income was £100k better than was expected, and have been able to recognise this at year end. In particular licencing income has been greater than expected.
 - iv) Income relating to LSIF (large site infrastructure fund) scheme has been recognised as not being spent in year (£290k), but this has to be ring fenced to be spent in 2016/17.
 - v) £100k of small incremental increases in the quarter over a wide range of cost centres (savings on expenditure lines, and increases in income).
- 4.7** Although the Group Managers' position appears to be significantly underspent, the budget report also recognises the need to achieve savings from the base budget in terms of salaries and procurement savings. These savings targets are currently held on the corporate budget codes on the ledger. No savings are recognised against these plans as they accumulate through the year within service groupings.
- 4.8** Also detailed under corporate budgets is the retained income from the Business Rates Scheme. This is showing a deficit of £365k. The budget projection was that a surplus above the business rates income target which would contribute £250k to the budget. During the year a series of revaluations on various properties within the borough and also write off of several debts which have proven to be unrecoverable has meant that rather than a surplus being realised we are in a deficit position.

- 4.9** The underspend on budget is a positive result from the Council for 2015/16, however it should be noted that £490k is ring fenced and will be spent in the following financial year (such as the £290k LSIF mentioned above). The remaining balance of £426k has been made available to fund requests for reserves from services to fund specific schemes in future years. Although no decisions have been made in relation to these request, the total requests received is approximately £250k higher than the underspend available to fund them.
- 4.10** The Committee should note that, in 2016/17, the finance report will be presented to the Executive Committee as a standalone report. This is to ensure that they receive financial information in line with their responsibilities as laid out in the Constitution and to ensure that it is timely in order to make informed decisions based on the current financial position of the Council.
- 5.0 FINANCIAL SUMMARY – CAPITAL POSITION**
- 5.1** Appendix 4 shows the capital budget position as at Q4. This is currently showing an underspend against the profiled budget of £1,848,372
- 5.2** This is principally due to the capital asset fund of £1.9m which was expected to be spent in 2015/16 and has not been. Work has been completed on the solar panels on the Council offices which has reduced the fund by £190k, however the remaining balance earmarked for a capital investment purchase has been delayed until 2016/17.
- 5.3** Community grants are underspent which is due to slippages in approved programmes, however monitoring by the working group highlights that all schemes are continuing and budgets are expected to be spent.
- 5.4** The larger schemes in relation to the new leisure centre and refurbishment of the Roses theatre are showing differences to the profile spend in the budget, but project management by the Property team is indicating that these schemes are in line to meet the total capital budget allocated to each scheme.
- 5.5** There is some slippage in the spending of the budget on Tewkesbury town and riverside projects as plans continue to be developed on how best to utilise the available budget.
- 6.0 FINANCIAL SUMMARY – RESERVES POSITION**
- 6.1** See Appendix 5 for a summary of the current usage of available reserves.
- 6.2** Reserves have been set aside from previous years to fund known future costs. At present the reserves are being utilised, and show actual payments made. The information in the appendix does not take account of reserves which have been committed, but not yet paid.
- 6.3** Whilst the Q4 position shows that there remains a significant balance on the reserves, the majority of them have been requested to roll over into the next financial year.
- 7.0 OTHER OPTIONS CONSIDERED**
- 7.1** None
- 8.0 CONSULTATION**
- 8.1** None
- 9.0 RELEVANT COUNCIL POLICIES/STRATEGIES**
- 9.1** The performance information supports delivery of the Council Plan.

10.0 RELEVANT GOVERNMENT POLICIES

10.1 None directly.

11.0 RESOURCE IMPLICATIONS (Human/Property)

11.1 None directly.

12.0 SUSTAINABILITY IMPLICATIONS (Social/Community Safety/Cultural/ Economic/ Environment)

12.1 Linked to individual Council Plan actions.

13.0 IMPACT UPON (Value For Money/Equalities/E-Government/Human Rights/Health And Safety)

13.1 Linked to individual Council Plan actions.

14.0 RELATED DECISIONS AND ANY OTHER RELEVANT FACTS

14.1 Council Plan 2012-16 (Year 4) approved at Council 14 April 2015

Background Papers: None

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Appendices:

- 1 - Overview and Scrutiny Committee comments from its meeting 14 June 2016
- 2 - Council Plan Performance Tracker Qtr 4 2015/16
- 3 - Local Performance Indicator Set Qtr 4 2015/16
- 4 - Financial Budget Summary Statement Qtr 4 2015/16
- 5 - Capital Monitoring Statement Qtr 4 2015/16
- 6 - Reserves Position Summary Qtr 4 2015/16

**Questions raised by Overview and Scrutiny Committee at meeting held on
14 June 2016**

QUESTIONS RAISED BY OVERVIEW & SCRUTINY COMMITTEE	RESPONSE FROM OFFICERS
<i>Performance Tracker</i>	
<p>Use resources effectively and efficiently Rationalise office accommodation through new ways of working and to increase rental income – A Member questioned whether there was any indication as to when a decision may be made about how the top floor would be used.</p>	<p>The Finance and Asset Management Group Manager clarified that the One Legal expansion was not going ahead and therefore the top floor would no longer be needed for that purpose. It was intended to improve and expand the Public Services Centre and Officers had been working with Gloucestershire County Council on proposed use of the building but unfortunately the figures were not currently stacking up for either side. A meeting had been arranged for early July to establish whether the plans could progress or to rule out this option in which case Officers could start to look at other alternatives such as renting to the private sector. It was noted that there were indications of a growing interest in renting office accommodation in Tewkesbury.</p>
<p>Use resources effectively and efficiently Develop a new workforce strategy – A Member noted that this had been delayed due to staff sickness absence and he questioned when it would be delivered.</p>	<p>Members were advised that there was a new implementation date of September 2016. The Corporate Services Group Manager undertook to include revised dates in the Performance Tracker in future where applicable.</p>

QUESTIONS RAISED BY OVERVIEW & SCRUTINY COMMITTEE	RESPONSE FROM OFFICERS
<p>Provide Customer-Focused Community Support</p> <p>Develop a place programme of area, working across the Councils services – A Member raised concern that he had not received enough information about the place programme for his area.</p>	<p>Members were advised that it was intended to roll-out the place programme approach following a successful pilot in the east area of the borough and meeting dates had now been fixed for the north-west and south areas. The Economic and Community Development Manager reminded Members that the approach was about projects and solutions to make the areas better places to live and work and was based on a two-way relationship between Officers and Members. A workshop was being arranged for 20 September 2016 to provide an update on the success of the pilot and to give Members an opportunity to ask questions about how it had worked. A Member who had participated in the trial expressed his support for the approach and hoped that it would be just as beneficial for other parts of the borough.</p>
<p><i>Key Performance Indicators</i></p>	
<p>KPI No's. 13-14 – Planning processing times – A Member noted that there had previously been issues with recruitment in the Planning department which had impacted on performance and he questioned whether the section was now at full capacity.</p>	<p>The Deputy Chief Executive advised that the Planning department had never been at full complement in the time she had worked for the Council. New initiatives had been introduced as a result of the first phase of the review and some posts had been filled as a result, however, recruitment continued to be a problem at a time when demand for the service was particularly high and the income being generated was significant. It was noted that the Committee would be receiving a presentation on the Planning review at its next meeting where there would be an opportunity to explore the issues further.</p> <p>A Member queried whether there was any relationship between the difficulties with recruitment and the relatively high level of sickness absence. The Chief Executive clarified the sickness absence statistics had been adversely affected by a number of unfortunate long term absences as a result of a reduced Council workforce. He provided assurance that there was no particular problem with sickness absence in the Planning department.</p>

QUESTIONS RAISED BY OVERVIEW & SCRUTINY COMMITTEE	RESPONSE FROM OFFICERS
<i>Financial Analysis</i>	
<p>It was noted that £7.8M of capital funds had been spent on projects during 2015/16. A Member questioned whether the Council maximised potential interest on underspends.</p>	<p>The Finance and Asset Management Group Manager advised that the money was tied into investments via the treasury management function with most in cash deposits in money market funds or institutions such as banks and building societies. The current rate of return was approximately 0.8%, which was considered to be a good return, and the property purchase would make even better use of resources.</p>

Appendix 2 - Council Plan Performance Tracker 2015-16 Progress Report

Council Plan Actions progress key:

☺	Action progressing well
☹	Action has some issues/delay but not significant slippage
☹	Significant risk to not achieving the action or there has been significant slippage in the timetable, or performance is below target
	Project has not yet commenced
✓	Action complete or annual target achieved

PRIORITY: USE RESOURCES EFFECTIVELY AND EFFICIENTLY

Actions	Performance tracker	Responsible Officer/Group	Progress to date	Comment
Objective 1. Maintain low council tax				
a) Set Council Tax in line with the Medium Term Financial Strategy (MTFS)	1. Band D Council Tax approved within % limits defined in MTFS	Transform Working Group (TWG)	☹	The MTFS was approved by Council on 8 December 2015 and included an increase of council tax by 2% each year for the next five years. The 2016/17 budget was approved by Council on 18 February 2016 and included an increased council tax of £5 which is 5.03%. This was a new referendum threshold offered by the Government for the best value councils and, although outside of the strategy agreed in the MTFS, was necessary to help meet the increasing budget deficit.
b) Deliver the corporate savings programme	1. £ saved in accordance with programme target	Corporate Leadership Team (CLT)	☹	<p>Business Transformation savings of £171,650 were included in the 2015/16 budget which was above the targeted figure of £150,000. These savings were from the Waste Service establishment and the Revenues and Benefits service. Approximately £57,000 has been delivered through direct cost savings whilst the balance was expected to be delivered from improved performance in reclaiming housing benefit expenditure.</p> <p>There has been some difficulty in delivering this target as a review of claims has highlighted an increased number of claimant errors. In these cases reduced subsidy can be claimed – 40% - but an opportunity exists to reclaim further monies directly from the claimants. The review of existing claims has now finished and claimant error levels are likely</p>

				to reduce in the new year. The annual target for procurement savings and staff salary has also been delivered.
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PRIORITY: USE RESOURCES EFFECTIVELY AND EFFICIENTLY

Objective 1. Maintain low council tax

Actions	Performance tracker	Responsible Officer/Group	Progress to date	Comment
c) Ensure the overall budget is delivered in accordance with the MTFS	1. Budget delivered in accordance with variance parameters	CLT/Group Managers	☺	The MTFS allows for a 5% variance on the net revenue budget. The Q4 outturn reports a surplus of around £916,947 against the profiled budget, mainly derived from excess planning income, which resulted in a positive variance of 9.66% and also a number of substantial grants from third parties to be carried forward into the new financial year. These grants were; community grant funding, Youth offer funding, Health Inequalities grants and Large Site Infrastructure funding (LSIF).

Objective 2. Provide value for money service delivery

a) Rationalise office accommodation through new ways of working and to increase rental income.	1. 2000m2 of floor space to be freed up for rental by September 2014	Group Manager Finance & Asset Management	✓	A total of 2016m2 is now available for rental at the Public Services Centre (PSC).
	2. Generate £235,000 through additional rental income by 2015/16	Group Manager Finance & Asset Management	☹	Income of £161,000 is generated from tenants at the PSC. Discussions are on-going with a number of public sector partners to increase the amount of space rented including the vacant top floor area. Unfortunately, the proposed extension of the One Legal service with the County Council, which would have required a substantial proportion of the available space, could not be agreed. Early indications from the private sector show a growing interest in the office accommodation. This will be taken forward as another option to increase the usage at the PSC.
b) Implement the Procurement Strategy Action Plan.	1. Monitor delivery of action plan	Group Manager Finance & Asset Management	✓	Many of the actions from the 2012 plan have been achieved or have been overtaken by other requirements. Revised Contract Procedure Rules were approved at Council in January 2016. These have been

				reissued to staff and procurement training is being rolled out in the first quarter of the new year.
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PRIORITY: USE RESOURCES EFFECTIVELY AND EFFICIENTLY

Objective 2. Provide value for money service delivery

Actions	Performance tracker	Reporting Officer/Group	Progress to date	Comment
c) To review the asset portfolio and develop a strategy to maximise potential from the portfolio.	1. Outcome of portfolio review and development of strategy	Group Manager Finance & Asset Management	✓	An Asset Management Strategy for the period 2016-2020 was approved by Executive Committee in November 2015.
d) Develop a new workforce strategy.	1. monitor key milestones in developing the strategy	Group Manager Corporate Services	☹	This was a recommendation from the LGA Peer Challenge. Sickness absence of the lead officer has delayed this project. This has now been programmed into the Corporate Services 2016/17 service plan. The strategy will consolidate into one document the council's approach to workforce development.

Objective: 3. Provide customer focused services measured by output against customer needs

a) Agree a revised strategy for customer services which supports our business transformation proposals.	1. Development and delivery of the strategy	Group Manager Corporate Services	✓	A new customer services strategy including customer care standards was approved at Executive Committee on 9 March 2016.
b) Improve complaints handling, including learning from complaints received to improve service delivery.	1. Reduction in overall number of complaints received 2. Evidence of learning from complaints received	Group Manager Corporate Services	✓	A review of the complaints framework has led to the approval of a new complaints policy. Supporting the policy is a new reporting system which makes it easier for customers to report formal complaints and for them to be more effectively monitored. The new system requires learning to be documented and there is dedicated monitoring support.

PRIORITY: USE RESOURCES EFFECTIVELY AND EFFICIENTLY

Objective: 3. Provide customer focused services measured by output against customer needs

Actions	Performance tracker	Reporting Officer/Group	Progress to date	Comment
c) Put in place systems and procedures to enable consistent, high quality customer service.	1. Monitor implementation of high quality customer service systems	Group Manager Corporate Services	☺	The customer services review is complete and has brought in a number of improvements such as ensuring the team is structured to meet work demands, processing of key transactions on a daily basis, promoting self-service, re-direction of Revenues and Benefits telephone calls etc. Although the review is complete longer term projects have been identified to ensure the highest level of customer service is maintained. For example, maximising the use of the advice and information centres, digitalisation of services etc. The development of a new website will also be an important contribution to our ongoing customer focus.

Objective 4. Regularly review the effectiveness of customer focused services

27 a) Implement a programme of strategic service reviews and review potential partners for joint service delivery opportunities	1. Monitor programme and outcomes of reviews	CLT	✓	A programme of service reviews was established and these have been completed; Customer Services, Revenues & Benefits, Development Control and Environmental Health – phase 2 reviews have been implemented for the latter two. Learning can be replicated to other potential areas for review e.g Human Resources.
b) Undertake and complete a review of customer services	1. Monitor delivery of the review	Group Manager Corporate Services	✓	The review was facilitated by ICE consultancy which provided similar support to the Revenues and Benefits review. The review is now complete with an overview provided to members. Outcomes include: Successful transition of garden waste database (14,000) from depot services, re-alignment of staffing structure to meet demand peaks, more effective work planning, deletion of 0.5FTE, integration of team to the 1 st floor etc.

PRIORITY: USE RESOURCES EFFECTIVELY AND EFFICIENTLY

Objective 4. Regularly review the effectiveness of customer focused services

Actions	Performance tracker	Reporting Officer/Group	Progress to date	Comment
c) Review customer feedback systems in service areas to ensure there is a consistent and appropriate approach	1. Monitor and review feedback obtained from services	Group Manager Corporate Services	☺	This was a recommendation from the LGA peer challenge team. The service reviews undertaken in Revenues and Benefits, Customer Services, Environmental Health and Development Control have been undertaken to improve customer feedback systems. The introduction of corporate customer care standards will help strengthen this.

PRIORITY: PROMOTE ECONOMIC DEVELOPMENT

Objective 1. Promote Tewkesbury Borough to attract large scale businesses

a) Develop a targeted campaign to attract inward investment.	1. Monitor development of campaign	Group Manager Development Services	☺	<p>Business and inward investment branding has been agreed and was formally launched at a business event on 4 May. A successful business event in April showcased engineering firms from Tewkesbury borough to a Chinese delegation from Karamay – one of the wealthiest cities in China.</p> <p>Working with Bruton Knowles on an employment land assessment, economic review and business survey to better understand how the council can attract investment and growth.</p>
b) Respond to enquiries for employment land and premises using online property search system.	1. Examples of responses particularly successful ones	Group Manager Development Services	☺	<p>Providing ongoing support through the co-star property search system, enquiries have included:</p> <ul style="list-style-type: none"> • Small start-up office and workshop space. • Town centre retail premises <p>Industrial/warehouse premises – 30,000 – 40,000 sq. ft.</p>

PRIORITY: PROMOTE ECONOMIC DEVELOPMENT

Objective 2. Provide support to help new start ups, young and growing businesses

Actions	Performance tracker	Reporting Officer/Group	Progress to date	Comment
a) Deliver year four of the Business Support Grant Scheme.	1. Number and value of grants awarded	Group Manager Development Services	☺	8 grants have been awarded in this quarter, 19 grants have been awarded in 2015/16 to the sum of £8705.43. The scheme is being reviewed as part of the Economic Development and Tourism Strategy being undertaken by an Overview and Scrutiny Working Group.
b) Organise events to strengthen relationships with key employers in the borough.	1. Number of events held, numbers attending and general effectiveness of events	Group Manager Development Services	☺	<p>Two events have been organised for the next quarter:</p> <ol style="list-style-type: none"> 1. Working in partnership with 'Join in China' to host a Chinese delegation from Karamay to encourage trade links with Tewkesbury borough businesses. 2. Tewkesbury: A vital cog in Gloucestershire's business powerhouse, hosted by Moog. This event for local businesses aims to investigate why the borough is a good place to do business and how the borough council is supporting this.
c) Work with partners to support business start-ups through training, mentoring initiatives and enterprise clubs	1. Number of training, mentoring initiatives, enterprise clubs and business start- ups supported.	Group Manager Development Services	☺	<p>Number of training, mentoring, workshops, enterprise clubs and start-ups supported since April 2015:</p> <ul style="list-style-type: none"> • 37 businesses attended enterprise clubs. • 25 businesses attended 2 day start-up training courses. • 107 businesses are on the New Enterprise Allowance (NEA) Programme. • 195 business advice meetings. • 229 businesses attended half-day and open programme workshops. • 49 delegates attended an in-house training skills course. • 40 businesses attended a Gloucestershire Enterprise organised networking event.

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PRIORITY: PROMOTE ECONOMIC DEVELOPMENT

Objective 3. Work with the Local Enterprise Partnership (LEP) to promote economic growth

Actions	Performance tracker	Reporting Officer/Group	Progress to date	Comment
a) Work with the LEP to initiate projects identified in the Strategic Economic Plan (SEP) and the Structural and Investment Fund Strategy.	1. Implementation of projects.	Group Manager Development Services	☺	<p>The council will shortly submit a Growth Deal 3 application to the LEP for funds for the Tewkesbury Town Centre Regeneration.</p> <p>Continuing to work with the LEP to identify a Growth Hub network site within the borough.</p> <p>The Local Nature Partnership is looking for projects for Gloucestershire European Structure and Investment Funds (ESIF) funding in Tewkesbury Borough around Green Infrastructure/biodiversity in urban fringe areas.</p>
30 b) Work with partners, including Cotswold Tourism, to promote the borough to visitors	1. Monitor delivery of promotional campaigns and projects.	Group Manager Development Services	☺	<p>Work has started on the 2017 Visitor Guide, which showcases the borough as part of the Cotswolds. 60,000 copies will be produced at no cost to the council.</p> <p>New Tourist Information Points are being installed across the borough.</p> <p>The Discover Tewkesbury brand continues to be rolled out and has been well received and praised.</p> <p>Working closely with Winchcombe Town Council to produce a vision of how best to market Winchcombe and the surrounding area.</p> <p>Using the opportunity provided through the Antiques Roadshow to market the area to visitors – through exhibition stands at the Abbey and the Tourist Information Centre opening for longer hours.</p>
c) To develop initiatives with partners to enhance the vitality of the retail centres in the borough.	1. Monitor development of partnership initiatives	Group Manager Development Services	☺	<p>Ongoing delivery of Mosaïque Place Promotion and Investment Work (funded through Flood Recovery Grant and delivered in partnership with local business networks). Including:</p> <ul style="list-style-type: none"> - Development of the rebranded Visit Tewkesbury, public/visitor facing website - Launched - Development of business /investment branding and website. - Development of Tewkesbury Knights Business Ambassador Programme. - Ongoing development of town gateway signage.

				<p>- Roll out of town branding</p> <p>Measures being negotiated through the s106 process to offset impact of the Retail Outlet Centre at M5 J9</p> <p>Retail survey work undertaken in partnership with GRCC to identify retailer needs - completed. Development of action plan to support town business.</p>
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PRIORITY: PROMOTE ECONOMIC DEVELOPMENT

Objective 3. Work with the Local Enterprise Partnership (LEP) to promote economic growth

Actions	Performance tracker	Reporting Officer/Group	Progress to date	Comment
<p>d) Work with the newly formed Tewkesbury Town Regeneration Partnership (TTRP) to progress the regeneration of Tewkesbury Town.</p>	<p>1. Monitor delivery of the masterplan</p>	<p>Group Manager Development Services</p>	<p>☺</p>	<p>The Heritage Walks and Interpretation project has progressed. Editing work has been taking place on the wording of the walk's text and images have started to be sourced.</p> <p>The Missing Link completion date has been delayed, namely as a result of long lead times for specific elements and inclement weather. The majority of work has been complete with final completion in Q1 of 2016/17.</p> <p>Sub projects within the Marketing & Investment project are being completed and progressed. The visitor website has been launched in January and well received. The Gateway signage has been considered at the March planning committee and given delegated consent, subject to requested Highways safety assessments being undertaken.</p> <p>A working group has been established to look at the development of Spring Gardens/Oldbury Road. Executive Committee agreed the recommendations from the working group to allow for feasibility work to begin.</p> <p>The Retail Outlet Centre planning application decision is minded to permit, subject to section106 agreement. Further s106 negotiations for the town centre impact mitigation will follow, which will contribute to the regeneration projects within the town.</p> <p>An expression of Interest form has been drafted for potential Townscape Heritage Lottery Initiative, to focus on shop front improvements, alleyways, public realm and public engagement.</p>

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PRIORITY: PROMOTE ECONOMIC DEVELOPMENT

Objective 3. Work with the Local Enterprise Partnership (LEP) to promote economic growth

Actions	Performance tracker	Reporting Officer/Group	Progress to date	Comment
e) To encourage rural economic growth through the LEADER project.	1. Monitor the delivery of the programme	Group Manager Development Services	☺	<p>The Forest and Tewkesbury Borough Local Action Group (LAG) has been established following a joint bid which secured £1.4million to spend across the two districts.</p> <p>The LAG programme forms part of the Rural Development Programme for England (RDPE), and is scheduled to open for applications in June/July 2015. All funds must be spent by December 2018.</p> <p>Currently awaiting more detailed guidance from Defra on eligibility. However, it is clear that all projects must contribute towards to the economic development of the area, as well as the wider jobs and growth agenda. LAG is currently looking to identify indicative activities, particularly those which are able to spend in the earlier part of the programme.</p>

Objective 4. Ensure the core strategy makes provision for sufficient employment land

a) Ensure policies in the Joint Core Strategy encourage business development	1. Monitor development of policies	Group Manager Development Services	☺	<p>Joint Core Strategy (JCS) Submission November 2014 includes the following: Ambition 1 – A Thriving Economy</p> <p>The ambition is underpinned by the following strategic objectives: -</p> <ul style="list-style-type: none"> 1- Building a strong and competitive urban economy 2- Ensuring vitality of town centres 3- Supporting a prosperous rural economy <p>The JCS is undergoing its examination in public which is likely to continue throughout 2016. However, the evidence hearing sessions have now concluded and the authorities are working towards the main modifications stage.</p>
b) Ensure employment provision that meets the needs of growth sectors and	1. Monitor development of core strategy	Group Manager Development Services	☺	<p>The latest economic evidence has been used to inform the JCS. This suggests a need for the JCS to support the delivery of a minimum of 192ha of employment land and 39,500 jobs to 2031. This is a significant increase on the employment provision in the existing</p>

addresses gaps in provision.				<p>Submission JCS (Nov 2014) of 82ha and 28,000 jobs. However, the JCS authorities have evidenced how this growth can be delivered through the JCS and district-level plans.</p> <p>A separate Economic Strategy and Employment Land Review has been commissioned to look at the economic growth options and potential sites within Tewkesbury Borough. This will form a key part of the evidence base to inform the Tewkesbury Borough Plan and enable the identification of future sites to meet employment needs. This is a joint commission between the Planning Policy and Community & Economic Development teams.</p>
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PRIORITY: IMPROVE RECYCLING AND CARE FOR THE ENVIRONMENT

Objective 1. Focus on continuous improvement in recycling and waste collection

Actions	Performance tracker	Reporting Officer/Group	Progress to date	Comment
33 a) Work with partners to ensure the optimum delivery of our waste and recycling services, street care and green spaces	1. Monitor progress and implementation of project milestones	Group Manager Environmental and Housing Services	☺	The council approved the report on the preferred collection option and procurement route in February 16. In conjunction with the consultant from Somerset Waste Partnership, the council, Ubico and the Joint waste team have progressed to phase 2 of the vehicle procurement phase with milestones currently being set for the process.
b) Implement a framework for client monitoring of the Ubico contract	1. Performance Monitoring schedule	Group Manager Environmental and Housing Services	✓	There is formal client monitoring at various organisational levels supported with formal reporting to Overview and Scrutiny Committee.


PRIORITY: IMPROVE RECYCLING AND CARE FOR THE ENVIRONMENT

Objective 2. Work towards achieving the 60% recycling target

Actions	Performance tracker	Reporting Officer/Group	Progress to date	Comment
a) Promote waste minimisation and aspire to increase our recycling rate through the working with our residents and communities on promotional campaigns.	1. Reduction in total tonnage of household waste arising which has been sent to landfill	Group Manager Environmental Health and Housing Services		There is a decrease in kg per household waste sent to landfill which includes the residual waste (green bin) collected and also the waste diverted from Grundon MRF due to the needle contamination. January's waste had increased as predicted following the Christmas collections. The food waste sticker campaign did see an increase of 25% of food waste being sent to AN Digestion in Q3 which has continued into Q4. Please see the quarter 4 report relating to LPI outturn figures (Appendix 2).
	2. Increase in % of household waste recycled			The final year outturn is an increase on last year but still below the target. The increase in rejected waste from the MRF and the slight increase in residual waste. Due to a mild spring, the garden waste was up by 100 tonnes in Q4 compared to 2014-2015 Q4.
	3. Number of promotional campaigns			Treecycle collections in January took place from all the nominated locations with no problems. Residents also presented Christmas trees at the kerbside where they are a garden waste customer.

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Objective 3. Focus on continuous improvement in street cleansing

a) Raising awareness of enviro-crimes issues such as dog fouling.	1. Monitor delivery of awareness campaign	Group Manager Environmental Health and Housing Services		A number of promotional initiatives were carried out including a full page spread on all enviro crimes issues such as dog fouling, fly tipping, litter picking etc. Officers have offered information for parish newsletters and meetings and have attended parish meetings. Information given includes the 'Report It' facility on the council's website. Feedback on the dog fouling posters available to download for free from the website continues to be positive. Officers continue to receive complaints about dog fouling and write to alleged offenders in the first instance (where known) to educate them about the need to pick up after their dog.
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b) Ensure we are responsive to customer complaints	1. Reduction in number of complaints and subsequent learning from complaints received	Group Manager Environmental Health and Housing Services	☹️	No data is available for complaints during Q4. Q4 will be the last quarter with no official complaint data as the council's corporate complaints system will be collating this information more accurately. This is already proving a successful robust system since it went live in April 2016.
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PRIORITY: IMPROVE RECYCLING AND CARE FOR THE ENVIRONMENT

Objective 4. Promote activities to reduce litter and fly tipping

Actions	Performance tracker	Reporting Officer/Group	Progress to date	Comment
35 a) Undertake promotional campaigns and raise awareness to reduce the level of litter and fly-tipping	1. Deliver successful promotional campaign	Group Manager Environmental Health and Housing Services	☺️	There was press interest in how the national increase in enviro crimes had impacted locally. Officers helped contribute to newspaper articles and radio interviews, including what Tewkesbury Borough Council was doing to help contribute to a reduction.
	2. Reduction in the number of enviro crimes		See LPI Table	This is measured through a performance indicator – see attached LPI report (Appendix 2).
b) Continue to support the Volunteer Litter Picking Scheme	1. Develop action plan and support scheme.	Group Manager Environmental Health and Housing Services	☺️	The scheme is well-supported with 193 volunteers. The national Clean for the Queen initiative proved popular with nine community litter picks. As a result of feedback from the Christmas event a number of individual pickers have formed their own mini – groups who meet regularly e.g. Churchdown, Tirley, Highnam and Bishops Cleeve.
c) Work with community groups to assist in reducing litter at community events	1. Promote awareness within communities	Group Manager Environmental Health and Housing Services	☺️	During Q4 there were nine community litter picks throughout the borough e.g. Twyning, Forthampton, Priors Park, Brockworth, Bishops Cleeve.

PRIORITY: IMPROVE RECYCLING AND CARE FOR THE ENVIRONMENT

Objective 5. Continued work with partners to provide flood resilience measures


Actions	Performance tracker	Reporting Officer/Group	Progress to date	Comment
<p>a) Work with areas prone to flooding to build community resilience.</p>	<p>1. Monitor development of resilience initiatives</p>	<p>Group Manager Environmental Health and Housing Services</p>	<p>☺</p>	<p>Monitoring of all flood projects continues by the Flood Risk Management Group, which reports to the Overview and Scrutiny Committee. Some of the highlights of Q4 are below:</p> <p>The major project work at Tirley is now complete. This represents completion of the Flood Response Action Plan, agreed as a result of the 2007 floods.</p> <p>Work on a new outfall into the River Severn at Chaceley has started.</p> <p>Borough-wide property surveys, delivered as a joint project between TBC, the Environment Agency and with funding from Gloucestershire County Council is on schedule.</p> <p>The Tewkesbury Flood Project delivered a training package to newly appointed volunteer flood wardens in the borough, in cooperation with local parish and town councils.</p> <p>Watercourse maintenance has been carried out in Tewkesbury town as a jointly resourced project between the EA, GCC and TBC.</p>
<p>b) Advise and signpost local communities when applying for external funding for flood resilience measures.</p>	<p>1. Monitor number advised and funding gained.</p>	<p>Group Manager Environmental Health and Housing Services</p>	<p>☺</p>	<p>Delivery of projects is monitored by the Flood Risk Management Group and reported to the Overview and Scrutiny committee. The following is a brief summary of 'live' projects:</p> <p>Tirley: Reopen an outfall into the river and install upstream flood attenuation measures. Major project work now complete. Funding available: £135,000- project completed.</p> <p>Chaceley: work has commenced on diversion of drainage channel & reopening outfalls. Funding available: £45,000, planned completion date: Spring 2016.</p> <p>Tewkesbury: Watercourse maintenance now complete. Funding available: £20,000.</p> <p>River Severn communities: Property survey work to support a current Environment Agency grant bid. Funding available: £40,200, planned completion date: 2016.</p>

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				Surface Water Management Plans in Bishop's Cleeve and Woodmancote have identified a range of measures including diversion, storage and property protection. The Council is supporting Gloucestershire County Council in flood defence grant fund bids estimated at £1m in total, with the initial package of works being approved in association with the Parish Council. These options will be worked up, with detailed design to follow. These are long term plans with an estimated completion date of 2020
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PRIORITY: IMPROVE RECYCLING AND CARE FOR THE ENVIRONMENT

Objective 5. Continued work with partners to provide flood resilience measures

Actions	Performance tracker	Reporting Officer/Group	Progress to date	Comment
37 c) Work with areas prone to flooding to build community resilience.	1. Monitor development of resilience initiatives	Group Manager Environmental Health and Housing Services		<p>The Tewkesbury Flood Project is jointly funded between TBC and GRCC for a support worker to assist with improving community resilience. The project has been successful in providing support to a number of local communities to increase resilience to flooding. The following is a short summary of recent activities:</p> <p>Training was carried out for flood wardens, updating the Flood Warden Handbook and updated sandbag distribution locations</p> <p>Responses were made to queries re DEFRA threshold surveys being offered, by EA, to relevant households</p> <p>We continued publicity for business support grants and free business continuity training – concentrating on businesses in Tewkesbury Town.</p> <p>Visits were made to six community areas to help with specific requests for grant information, community emergency plan updates, evidence, advice and general updates.</p>

PRIORITY: PROVIDE CUSTOMER FOCUSED COMMUNITY SUPPORT

Objective 1. Support and promote joint working arrangements with Gloucestershire County Council's Child and Family Support Services, Gloucestershire Constabulary and other agencies to achieve better outcomes for resident

Actions	Performance tracker	Reporting Officer/Group	Progress to date	Comment
a) Progress the Families First Programme to deliver a multi-agency response to the issues faced by families in challenging circumstances.	1. Monitor progress of the locality based approach, outcomes generated and target delivery	Group Manager Environmental Health and Housing Services	☺	The number of families being worked with continue to increase through Phase 2 of the programme as the widening of criteria has allowed engagement with a wider range of families. Key issues continue to be mental health and domestic abuse. A key achievement for the programme was for it to become 'business as usual' and this has happened through developing an early help and targeted support service which brought together the Targeted Support teams and the Families First team to create 'Families First Plus'. Tewkesbury was the lead locality for what has become standard practice across the county. A general update was given to the O&S committee on 12 April 2016.
b) Seek additional partners to increase the number of organisations operating from our public service centre at the council offices	1. Number of additional partners located in the public services centre	Group Manager Finance and Asset Management	✓	A further 3 partners were integrated into the Public Service Centre in the last twelve months taking the total number to seven operating from this base on a regular basis.
c) Work in partnership with Citizens Advice Bureau to provide better outcomes for our residents.	1. Monitor effectiveness of outcomes	Group Manager Development Services	☺	Of the 1,363 clients seen in the year heaviest demand has been from residents in the following wards: Brockworth (15.5% or 211 clients), Priors Park (10% -154 clients), Churchdown St Johns 8.5% (117 clients), Northway 7.5 (103 clients) and Cleeve St Michaels 7% (98 clients). The 5 wards represent 48.5% (568) of clients seen. Total issues raised in the year were 2,534 against 2,674 in 2014/15. The profile of issues being relatively consistent with the previous year.
Objective 2. Simplify and standardise business processes for the benefit of customers				
a) Use our public services centre to adopt a one- stop-shop approach to customer service.	1. Monitor development of the one-stop-shop approach	Group Manager Corporate Services	☹	There is potential to develop this further through the introduction of additional partners which would provide the opportunity for more integrated working particularly through improvements to the reception area. This is part of the strategic 'jigsaw' of the PSC.

PRIORITY: PROVIDE CUSTOMER FOCUSED COMMUNITY SUPPORT

Objective 2. Simplify and standardise business processes for the benefit of customers

Actions	Performance tracker	Reporting Officer/Group	Progress to date	Comment
b) ICT to provide improved customer focus and improved experience when contacting the council.	1. Monitor delivery of ICT projects	Group Manager Corporate Services	☺	This has been particularly successful with self service activities such as garden waste renewals, reporting missed bins, payments etc. Other customer focused initiatives using ICT have been implemented such as reporting & monitoring of freedom of information requests, review of complaints framework, tree and playground inspections. Moving forward, a new project has commenced to introduce a new website.

Objective 3. Work with Town and Parish Councils to deliver the localism agenda

39 a) Agree approach and programme of work for Community Infrastructure Levy	1. Monitor work programme	Group Manager Development Services	☺	<p>A Preliminary Draft Charging Schedule was approved at Council for public consultation in April 2015. This consultation closed on 10 July 2015 and around 30 responses were received.</p> <p>Following this, and taking into account the responses received, the JCS authorities commissioned Peter Brett Associates to carry out additional work on viability, CIL and affordable housing delivery. This work was completed and their report published in January 2016.</p> <p>On the basis of this evidence a Draft Charging Schedule has been developed and was subsequently approved for public consultation at the Council meet of 19 April 2016. Consultation is scheduled to begin in May and complete in June. After this the plan will be submitted to examination which is expected to take place in autumn 2016.</p>
b) Develop a place programme of area working across the councils services	1. Monitor delivery of programme.	Group Manager Development Services	☺	This has worked well in the East area which has now been running for over 12 months with positive feedback received from members. Dates have yet to be established for the full roll-out across the rest of the borough.
c) Provide appropriate support for neighbourhood planning and community led	1. Monitor requests from Town & Parish Councils	Group Manager Development Services	☺	<p>11 neighbourhood plans have been designated across 15 parishes, with a further 12th awaiting designation.</p> <p>Most advanced of the plans are the Winchcombe & Sudeley and Highnam Neighbourhood Plans which have both been submitted for examination that commenced on the 18th and 25th April 2016</p>

planning.				<p>respectively. If successful at examination then the council will need to make arrangements for a local referendum.</p> <p>A number of other Neighbourhood Plans are also advancing and officers have particularly been working with the Alderton, Ashchurch Rural, Churchdown & Innsworth, Down Hatherley, Norton & Twigworth, Gotherington and Twynning groups.</p>
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PRIORITY: PROVIDE CUSTOMER FOCUSED COMMUNITY SUPPORT

Objective 3. Work with Town and Parish Councils to deliver the localism agenda

Actions	Performance tracker	Reporting Officer/Group	Progress to date	Comment
<p>d) Enable the effective delivery of community led projects across the borough.</p> <p>40</p>	<p>1. Type and diversity of projects delivered</p>	<p>Group Manager Development Services</p>	<p>☺</p>	<p>The Community Development Officers are continuing to work and be located within community venues. As well as generic work, such as supporting communities and partners to address anti-social behaviour complaints, supporting parishes with young people’s projects and assisting parishes now interested in developing neighbourhood plans for their area, a sample of projects include:</p> <p>East Area:</p> <ul style="list-style-type: none"> • Supporting Members through arranging guest speakers to attend Place Programme Meetings, to discuss focus areas of concern or look at investigating opportunities • Youth Providers Network Forums have had guest speakers attend with a focus on supporting and developing young people, for example promoting local services - Gloucestershire Self Harm Helpline (supporting anybody in Gloucestershire affected by self-harm, including parents and professionals). • Working with the Flood Risk Management Engineer, GRCC and local community based group in Bishops Cleeve on a proposal for the Grange public open space. Looking at a meandering watercourse with associated wetland and wildflower meadow features, along with enhancing the current apple trees into a community orchard. • Working in partnership with the Police and GCC to address issues raised from the Neighbourhood Coordination Group Meetings <p>South Area:</p> <ul style="list-style-type: none"> • Supporting Brockworth Community Project to develop new

				<p>business plan and funding strategy</p> <ul style="list-style-type: none"> • Working as part of project group looking at new 'super surgery' for Brockworth/Hucclecote • Working with Brockworth PC over plans/funding for extension to Brockworth Community Centre and Youth Centre • Supporting Innsworth Community Hall to stabilise and relaunch as close to folding as an organisation. Aim is to help re-invigorate the community and parish council. • Working with Minsterworth PC to establish plan to co-ordinate street cleansing, litter picking, gully cleaning and hedge cutting <p>North West Area:</p> <ul style="list-style-type: none"> • Priors Park community day safe and well event - community event the council assisted PPNP, the fire service and Police to provide targeted support to vulnerable people on the park. 54 households were visited and safe and well checks performed. A further 45 referrals were made for follow up checks on another day convenient to the resident and 4 adult safeguarding issues were addressed • Assisting the Furniture Recycling Project to establish a new base in Delta Way, Tewkesbury to offer residents a local facility for furniture recycling to keep re-usable goods out of landfill and help those on low incomes to afford furniture and white goods as welfare cuts squeeze those vulnerable. • A new 'Easy Read' project is being set up to cover Tewkesbury and surrounding settlements. The project aims at providing reading support to adults with lower literacy levels and is supported by the national charity Easy Read UK. <p>Community funding:</p> <ul style="list-style-type: none"> • 17 Community Grants have been awarded since December 2016, including £132,500 capital monies and £22,153 revenue monies. • 180 groups have been supported with looking for funding or support setting up or organising their Community groups • Tewkesbury Borough has offered support with applying for funding applications and since July 2015, which has led to £132,500 to be awarded to community groups from external funders.
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PRIORITY: PROVIDE CUSTOMER FOCUSED COMMUNITY SUPPORT

Objective 4. Work with partners to reduce the level and perception of crime.

Actions	Performance tracker	Reporting Officer/Group	Progress to date	Comment
a) Support the delivery of projects agreed by the Community Safety Partnership	1. Monitor delivery of projects	Group Manager Environmental and Housing Services	☺	Following a successful Safer Neighbourhoods bid to the PCC for redistribution as grants, the first grant of £20,000 has now been allocated to youth agencies within the borough. The progress of these projects will be monitored 2016-17.
	2. Overall reduction in level of crime		See LPI Table	This is measured through a performance indicator – see attached LPI report (Appendix 2)
42 b) Work with statutory and voluntary agencies to address the issues of anti-social behaviour and environmental crime in our communities.	1. Monitor outcomes of ASB and environmental crime partnership working	Group Manager Environmental and Housing Services	☺	Tewkesbury Borough Community Safety Partnership Safer Neighbourhoods Grants have been allocated to five projects across the borough to address anti-social behaviour.
	2. Reduction in reported anti-social behaviour incidents		See LPI table	This is measured through a performance indicator – see attached LPI report (Appendix 2)
	3. Reduction in reported environmental crime incidents.		See LPI table	This is measured through a performance indicator – see attached LPI report (Appendix 2)

PRIORITY: PROVIDE CUSTOMER FOCUSED COMMUNITY SUPPORT

Objective 5. Help support the health and well-being of our residents

Actions	Performance tracker	Reporting Officer/Group	Progress to date	Comment
<p>a) Work with partners to promote sports and leisure activities</p>	<p>1. Monitor activities being delivered</p>	<p>Group Manager Development Services</p>	<p>☺</p>	<p>The following working projects and programmes enable the promotion of sport and physical activity;</p> <ul style="list-style-type: none"> • Working closely with the Police and the Aston Project to make sport and physical activity available to children with behavioural problems and from deprived backgrounds • Working closely with the new leisure centre operators, Places for People, to develop use of the facility for local sports clubs and community groups • Act as area co-coordinator for Tewkesbury Borough Health Walks • Working with Active Gloucestershire, the County Sports Partnership (CSP) to implement Sport England's plans and programmes. • Advise on health and safety, promotion and equipment of events including fun runs and Junior Football Festivals. • Social Media Sports Development Facebook page has passed 600 members <p>Within this quarter the following occurred:</p> <ul style="list-style-type: none"> • Tewkesbury Netball Club and Brockworth Running Group established • Delivered survival sessions to young people as part of The Aston Project • Health at Work Scheme initiated in TBC offices • Continued support to Tewkesbury parkrun • Hosted Walking for Health regional meetings • Tewkesbury Cycling Club events have taken place on the Vineyards <p>Work is underway on the following:</p> <ul style="list-style-type: none"> • New development plans at Dumbleton CC and Apperley FC in progress • Street Games scheme to be rolled out in the whole of the Borough in 2016

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				<ul style="list-style-type: none"> • Tender pack to be sent out by end of May for the Cold Pool Lane Sports Facility. • Organising the Tewkesbury half marathon event for May. • Develop a park run at Suedey Castle, Winchcombe. • A wrestling development programme with large scale event in Oct.
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PRIORITY: PROVIDE CUSTOMER FOCUSED COMMUNITY SUPPORT

Objective 5. Help support the health and well-being of our residents

Actions	Performance tracker	Reporting Officer/Group	Progress to date	Comment
b) Progress the work streams for a new leisure facility.	1. Monitor progress of the leisure facility project	Group Manager Finance and Asset Management	✓	The build of the new leisure centre continues to progress well and is expected to be completed ahead of schedule and within budget. The new centre will open on 30 May.
c) Work with partners to deliver year three of the Health and Well-Being Strategy (2013-16).	1. Monitor progress in delivering Year 2 actions	Group Manager Development Services	😊	An update will be given to Overview and Scrutiny Committee in June on the progress made on the strategy.

PRIORITY: DEVELOP HOUSING RELEVANT TO LOCAL HOUSING NEEDS

Objective 1. Develop a core strategy to meet current and future housing needs

Actions	Performance tracker	Reporting Officer/Group	Progress to date	Comment
a) Continue to deliver a Joint Core Strategy in accordance with the key milestones.	1. Monitor progress towards achieving the key milestones	Group Manager Development Services	☹️	A key JCS milestone was reached in November 2014 when the plan was submitted to the Secretary of State. Final hearings to discuss the plan and its evidence base were concluded in April 2016. The Inspector has indicated that the Interim Findings report will be published at the end of May 2016. Following this, the Councils will need to consider these findings. The intention is to take the Interim Findings and the suggested response to them to each Council at the end of June 2016. The Inspector will then hold a further set of hearing sessions to specifically discuss the main modifications that are to be proposed in the JCS. The JCS will then be brought back to each Council to approve the final main modifications to the plan for public consultation in Autumn

				<p>2016.</p> <p>The responses to the main modifications consultation will be sent to the Inspector for consideration before a final report is published. This is expected in late 2016.</p> <p>There has been significant slippage on the original expected timetable. However, the examination is now progressing well and moving towards adoption by early 2017.</p>
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PRIORITY: DEVELOP HOUSING RELEVANT TO LOCAL HOUSING NEEDS

Objective 1. Develop a core strategy to meet current and future housing needs

Actions	Performance tracker	Reporting Officer/Group	Progress to date	Comment
<p>45</p> <p>b) Continue to deliver the Tewkesbury Borough Local Plan in accordance with key milestones.</p>	<p>1. Refresh of the plan</p>	<p>Group Manager Development Services</p>	<p>☹</p>	<p>A Draft Tewkesbury Borough Plan was subject to public consultation between in early 2015. The timetable of the plan is inextricably linked to the progress of the JCS to which the TBP looks for the overall scale of development and spatial strategy.</p> <p>Nevertheless, officers have been developing the evidence base in respect of Gypsy and Travellers, employment land, housing land, open space and community facilities.</p> <p>A number of Neighbourhood Plans are also being progressed around the Borough. These will form part of the overall development plan and will inform Borough Plan as well as providing policies and allocations that the Borough Plan would have needed to provide if they were not in place. Therefore, work on developing Neighbourhood Plans is contributing to the delivery of the Borough Plan.</p>
<p>c) Ensure policies in the Joint core strategy allow delivery of affordable housing for local needs.</p>	<p>1. Monitor delivery and outcomes of the policies</p>	<p>Group Manager Development Services</p>	<p>☺</p>	<p>The development of the JCS will provide strategic development plan policies which will be used to deliver affordable housing. A set of comprehensive, evidence based policies are contained within the Submission version of the JCS. This will be supported by viability evidence to demonstrate that the level of affordable housing being required through the JCS is robust.</p>

PRIORITY: DEVELOP HOUSING RELEVANT TO LOCAL HOUSING NEEDS

Objective 2. Promote initiatives to make quality housing more affordable and accessible

Actions	Performance tracker	Reporting Officer/Group	Progress to date	Comment
a) Work in partnership with developers and registered providers to deliver a variety of affordable homes in all areas of the borough	1. Number and type of affordable homes delivered.	Group Manager Environmental & Housing Services	See LPI table	This is measured through a performance indicator – see attached LPI report (Appendix 2).
46 b) To deliver a programme of affordable homes in partnership with parish councils, developers and registered providers to meet the needs of clients in rural communities.	1. Monitor development of a programme that meets clients' needs	Group Manager Environmental & Housing Services	☺	The Housing Enabling Officer is working with 7 parishes at present to deliver rural affordable housing. Minsterworth now has planning permission for 14 affordable homes. Sandhurst is currently in the planning process. In addition, we are working with 3 parishes with council-owned garage land to determine the future use of the land and possible housing opportunities in these rural locations.

Objective 3. Work with all stakeholders to promote specific housing types to meet defined shortages

a) Identify an interim housing requirement to monitor the five year supply of housing land	1. Monitor progress of identifying the housing requirement	Group Manager Development Services	☹	Housing and land monitoring completed for 2014/15 and the Annual Monitoring Report was published in October 2015. This included a latest 5 year housing land supply position based on the objectively assessed need set out within the Submission JCS. However, there remains uncertainty over any calculation as the objectively assessed needs are still being established through the JCS Examination.
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PRIORITY: DEVELOP HOUSING RELEVANT TO LOCAL HOUSING NEEDS

Objective 3. Work with all stakeholders to promote specific housing types to meet defined shortages

Actions	Performance tracker	Reporting Officer/Group	Progress to date	Comment
b) Work with social housing tenants with specific housing needs to move to appropriate accommodation.	1. Number of housing tenants moved to appropriate accommodation	Group Manager Environmental & Housing Services	☺	26 properties were let through Choice based lettings to existing social housing tenants during quarter 4.

Objective 4. Improve the quality of the housing stock

47 a) Deliver private sector home improvements through the Warm and Well Scheme and through promotion of the governments Green Deal.	1. Promotion of scheme and value of grants delivered	Group Manager Environmental & Housing Services	☺	<p>The scheme is a long established partnership of local authorities in Gloucestershire and South Gloucestershire and managed by Severn Wye Energy Agency (SWEA). It offers free advice on saving energy and can help older people claim a grant towards the cost of insulation, so reducing fuel poverty and health problems. The types of assistance available have recently changed, including removal of the national Green Deal.</p> <p>The scheme's Central Heating Fund (CHF) is now being delivered. A bid from a consortium of Gloucestershire authorities, including TBC was successful and was awarded £3.2 million. SWEA are delivering the scheme. The CHF is a government programme designed to support local authorities to deliver first time central heating systems to 'fuel poor' households.</p>
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PRIORITY: DEVELOP HOUSING RELEVANT TO LOCAL HOUSING NEEDS

Objective 4. Improve the quality of the housing stock

Actions	Performance tracker	Reporting	Progress	Comment
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		Officer/Group	to date	
b) Work with Public Health to develop new approaches to enablement and adaptations for disabled people.	1. Number & value of grants delivered	Group Manager Environmental & Housing Services	☺	Between 1 April 2015 and 31 March 2016, a total of 99 grants were approved to a value of £543,351
	2. Monitor development of new approach		☺	<p>The Overview and Scrutiny Committee's Disabled Facilities Grants Review Report was approved by Executive Committee.</p> <p>The report contained 6 main actions, including working smarter with partners, better advice at the beginning of the process on housing options and exploring the use of technology to help deliver better outcomes for applicants</p> <p>Officers continue to participate in the Gloucestershire Disabled Facilities Grant Forum.</p> <p>The review of the contract for the Safe at Home, home improvement agency is due for renewal next year and discussions by partner organisations have started on what the service should look like in the future.</p>

Appendix 3 - Key Performance Indicators 2015-16

Quarter 4 Progress Report

Key:

Traffic light icons:

- ☺ PI on or above target
- ☹ PI below target but likely to achieve end of year target
- ⊗ PI significantly below target and unlikely to achieve target

■ Data not available or required to report

Direction of Travel - comparing current performance with previous years outturn

KPI no.	KPI description	Outturn 2014-15	Target 2015-16	Outturn Q1 2015-16	Outturn Q2 2015-16	Outturn Q3 2015-16	Outturn Q4 2015-16	Direction of Travel	Traffic light icon	Comment	Portfolio Lead / Group Manager
State of the borough indicators											
6	1	Employment rate 16-64 year olds	78%	83.7%						This is higher than the county rate of 79.2% and national rate of 72.7%. Source ONS (Apr 2014 – March 2015)	Leader Member Economic Development / Julie Wood
	2	Claimant unemployment rate	1%	1%	1%	0.9%	1%			This is lower than the county rate of 1.1% and the national rate of 1.8%. Source ONS March 2016	Lead Member Economic Development / Julie Wood

Appendix 3 - Key Performance Indicators 2015-16 Quarter 4 Progress Report

KPI no.	KPI description	Outturn 2014-15	Target 2015-16	Outturn Q1 2015-16	Outturn Q2 2015-16	Outturn Q3 2015-16	Outturn Q4 2015-16	Direction of Travel	Traffic light icon	Comment	Portfolio Lead / Group Manager
3	Benefits caseload: a) Housing Benefit b) Council Tax Support	4056 4785		4,092 4,721	4,079 4,705	4,049 4,650	4,032 4,627			Claims are gradually falling though not significantly.	Lead Member Finance and Asset Management / Richard Horton
4	Number of anti-social behaviour incidents	2508		615	1287	1821	2447	↑		There has been an increase when comparing Q4 2014/15 (478) to this Q4 (626) but overall incidents continue to fall over a 12 month rolling period with a decrease of 1.8% reported incidents.	Lead Member Community/ Richard Kirk
5	Number of overall crime incidents	2673		782	1533	2297	3071	↓		The overall reported crime incidents has increased by 13.4% compared to last year. With 774 incidents being reported compared to 670 in Q4 in 2014/15.	Lead Member Community/ Richard Kirk
6	Total number of homeless applications presented	124		35	25	30	21			The overall cumulative figure for the number of homeless applications presented this year (111) have decreased compared to 2014/15. The positive emphasis on homeless prevention has helped to lower numbers.	Lead Member Health and Wellbeing/ Richard Kirk

Appendix 3 - Key Performance Indicators 2015-16

Quarter 4 Progress Report

KPI no.	KPI description	Outturn 2014-15	Target 2015-16	Outturn Q1 2015-16	Outturn Q2 2015-16	Outturn Q3 2015-16	Outturn Q4 2015-16	Direction of Travel	Traffic light icon	Comment	Portfolio Lead / Group Manager
7	Total number of homeless applications accepted	88		17	12	16	12			The number of accepted homeless applications this year (57) has decreased compared to the outturn of 2014/ 2015. This is due to the increased emphasis on homeless prevention being resolved before cases are accepted.	Lead Member Health and Wellbeing/ Richard Kirk
51 8	Total number of active applications on the housing register	1729 928 -1 Bed 569 -2 beds 160 - 3 beds 54 - 4 beds 16 -5 beds 2 - 6 beds		1665 871 - 1 bed 563 - 2 bed 162 - 3 bed 57 - 4 bed 10 - 5 bed 2 - 6 bed	1782 941 - 1 bed 573 - 2 bed 196 - 3 bed 60 - 4 bed 12 - 5 bed -	1768 937 - 1 bed 564 - 2 bed 197 - 3 bed 59 - 4 bed 8 - 5 bed 3 - 6 bed	1887 972 - 1 bed 623 - 2 bed 208 -3 bed 71 - 4 bed 12 - 5 bed 1 - 6 bed			The number of active housing applications has continued to rise throughout the year. This trend has been noted across the county and is thought to reflect the affordability issues within other tenures.	Lead Member Health and Wellbeing/ Richard Kirk

Appendix 3 - Key Performance Indicators 2015-16 Quarter 4 Progress Report

KPI no.	KPI description	Outturn 2014-15	Target 2015-16	Outturn Q1 2015-16	Outturn Q2 2015-16	Outturn Q3 2015-16	Outturn Q4 2015-16	Direction of Travel	Traffic light icon	Comment	Portfolio Lead / Group Manager
Council Plan Priority: Use resources effectively and efficiently											
9	Percentage of creditor payments paid within 30 days of receipt	93.71%	93.00%	94.54%	93.44%	93.82%	94.12%	↑	☺	Above target and higher than last year reflecting good work done by Finance team in improvement of processes.	Lead Member Finance and Asset Management /Simon Dix
10	Outstanding sundry debt in excess of 12 months old	£49,735	£50,000	£39,450	£29,605	£53,809	£44,609	↑	☺	£24,527 relates to one invoice and this is currently being managed. The underlying position is £20,082 which is better than previous quarters due to a thorough review of old debts.	Lead Member Finance and Asset Management /Simon Dix
11	Average number of sick days per full time equivalent	8.67	7.00	1.23	2.71	5.20	8.74	↓	☹	<p>The number of sick days during 2015/16 totals to: 1,502 days.</p> <ul style="list-style-type: none"> • Q1 = 210 • Q2 = 256 • Q3 = 429 • Q4 = 607 <p>There has been unusually high long term sickness in the organisation, with 49% of the days lost attributable to long term sickness, involving 10 employees. Were it not for the high long term sickness, the target would have been achieved.</p>	Lead Member Organisational Development / Graeme Simpson

Appendix 3 - Key Performance Indicators 2015-16 Quarter 4 Progress Report

KPI no.	KPI description	Outturn 2014-15	Target 2015-16	Outturn Q1 2015-16	Outturn Q2 2015-16	Outturn Q3 2015-16	Outturn Q4 2015-16	Direction of Travel	Traffic light icon	Comment	Portfolio Lead / Group Manager
12	Percentage of 'major' applications determined within 13 weeks or alternative period agreed with the applicant	82.05%	80%	75%	65.22%	73.17%	87.50%	↑	☺	Outstanding performance overall given the number and complexity of major applications and given capacity issues at senior officer level in particular. There has also been resource focussed on the review of planning. Strong performance indicates that officers are liaising well with customers to work through major applications in a positive and proactive way.	Lead Member Built Environment/ Julie Wood
13	Percentage of 'minor' applications determined within 8 weeks or alternative period agreed with the applicant	90%	90%	70.91%	63.20%	67.02%	70.11%	↓	☹	Steady improvement since Q2 reflecting the hard work of the team, especially given the capacity issues above and the expected dip in performance during the review of planning. It is anticipated that performance will continue to improve in 2016-17 following process improvements arising from the review of planning and further successful recruitment.	Lead Member Built Environment/ Julie Wood
14	Percentage of 'other' applications determined within 8 weeks or alternative period agreed with the applicant	90.28%	90%	79.67%	74.17%	78.57%	79.13%	↓	☹	See KPI 13 above.	Lead Member Built Environment/ Julie Wood

Appendix 3 - Key Performance Indicators 2015-16 Quarter 4 Progress Report

KPI no.	KPI description	Outturn 2014-15	Target 2015-16	Outturn Q1 2015-16	Outturn Q2 2015-16	Outturn Q3 2015-16	Outturn Q4 2015-16	Direction of Travel	Traffic light icon	Comment	Portfolio Lead / Group Manager
15	Average number of days to process new benefit claims	18.75	15.00	15.31	13.18	12.34	12.76	↑	☺	Since last quarter there has been a very minor slip, this is due to council tax billing. Overall there has been continued improvement throughout the year. This year has been our best ever performance and is below the national average which Department for Working and Pensions (DWP) for Q3 (Oct 2015- Dec 2015) reported being 21 days.	Lead Member Finance and Asset Management /Richard Horton
16	Average number of days to process change in circumstances	10.51	10.00	7.21	7.02	6.61	5.22	↑	☺	This is our best ever performance. Q4 2014-15 it was reported to be 10.51 days. We are again under the national average number of days of 10 days (reported by DWP for Q3 2015/16).	Lead Member Finance and Asset Management / Richard Horton
17	Percentage of council tax collected	98.03%	98.00%	29.43%	57.45%	85.66%	98.14%	↑	☺	The collection rate has improved considerably on last year's performance. We have collected £1,096,672.45 more than we did last year at the same stage.	Lead Member Finance and Asset Management / Richard Horton
18	Percentage of NNDR collected	98.72%	98.00%	33.34%	49.42%	84.98%	99.24%	↑	☺	This represents an excellent collection rate and improved on last year. A total of £66,064.37 more was collected this year. This is a great achievement following the large refunds that were absorbed.	Lead Member Finance and Asset Management / Richard Horton

Appendix 3 - Key Performance Indicators 2015-16 Quarter 4 Progress Report

KPI no.	KPI description	Outturn 2014-15	Target 2015-16	Outturn Q1 2015-16	Outturn Q2 2015-16	Outturn Q3 2015-16	Outturn Q4 2015-16	Direction of Travel	Traffic light icon	Comment	Portfolio Lead / Group Manager
19	Total enquires logged by the Area Information Centres (AIC)	1539		514	876	1,245	1,708			<p>Enquiries received at the AIC's as follows for Q1- Q4:</p> <p style="text-align: center;">Q1, Q2, Q3 Q4</p> <p>Bishops Cleeve: 108, 78, 86, 65 Brockworth: 235, 156, 181, 200 Churchdown: 84, 66, 61, 119 Winchcombe: 87, 62, 41, 79</p> <hr/> <p>Total: 514 362 369 463</p> <p>The increase in number of enquires are largely relating to benefits, garden waste/ council tax payments and requests for caddy bins.</p>	Lead member Customer Focus/ Graeme Simpson
Council Plan Priority: Promote economic development											
20	Number of business births	440 (2013 figure)				445 (2014 figure)				Business Births – Represents a slight increase in business birth levels from 2013.	Lead Member Economic Development /Promotion / Julie Wood
21	Number of business deaths	305 (2013 figure)				285 (2014 figure)				Business Deaths - Shows fewer business deaths in 2014 compared to the previous year. Source: ONS Business demography	Lead Member Economic Development /Promotion / Julie Wood
22	Number of visitors to Tewkesbury Tourist Information Centre (TIC)	34,077	31,500	9,441	22,713	27,727	31,485	↓	☺	Outturn is virtually on par with target. The number of visitors to the Heritage Centre has increased this is following the introduction of free entry.	Lead Member Economic Development /Promotion / Julie Wood

Appendix 3 - Key Performance Indicators 2015-16 Quarter 4 Progress Report

KPI no.	KPI description	Outturn 2014-15	Target 2015-16	Outturn Q1 2015-16	Outturn Q2 2015-16	Outturn Q3 2015-16	Outturn Q4 2015-16	Direction of Travel	Traffic light icon	Comment	Portfolio Lead / Group Manager
23	Number of visitors to Winchcombe Tourist Information Centre (TIC)	9,131	11,200	3,758	8,036	9,285	10,187	↑	☹	During Q3 the 2014-15 outturn figure was reached but down overall on 2015-16 target. The council is working closely with the Town Council on a vision for tourism in Winchcombe – this will include making the best use of the TIC.	Lead Member Economic Development /Promotion / Julie Wood
Council Plan Priority: Improve recycling and care for the environment											
24	Percentage of waste recycled or composted	51.08% 50.66%*	52%	51.85%	51.68%	51.48%	50.68%	↑	☹	The % recycled has slightly increased on last year, but is still below target. Some recycling loads had to be diverted to landfill due to the needle contamination issue. The actual year on year drop in dry recycling is approx,100 tonnes. Q3 and Q4 food waste tonnages have increased following the 'No Food Waste' sticker campaign and the uplift is 24.6% (292 tonnes). The amount of waste sent to landfill has decreased which is extremely positive, despite a general increase trend in residual waste. A mild spring has increased the garden waste tonnage for Feb and March boosting the total tonnage by an extra 70 tonnes compared to last year. *These figures have been updated following extra data provided by third party	Lead Member Clean and Green Environment/ Richard Kirk
25	Residual household waste collected per property in kgs	428kg 429kg*	450kg	111kg	220kg	321kg	427kg	↑	☹		

Appendix 3 - Key Performance Indicators 2015-16

Quarter 4 Progress Report

KPI no.	KPI description	Outturn 2014-15	Target 2015-16	Outturn Q1 2015-16	Outturn Q2 2015-16	Outturn Q3 2015-16	Outturn Q4 2015-16	Direction of Travel	Traffic light icon	Comment	Portfolio Lead / Group Manager
										contractors after the final data was submitted and the updated household numbers in the waste data reporting mechanism.	
57 26	Number of reported enviro crimes	1012	850	305	641	921	1314	↓	☹️	<p>393 reported incidents for the Q4 period broken down as:</p> <ul style="list-style-type: none"> Noise – 56 (65) Dog fouling – 36 (18) Fly tipping – 229 (144) Abandoned vehicles – 72 (53) <p>(Q3 in brackets). Q4 saw the greatest number of envirocrimes carried out in the borough. Each period (apart from Q3) has seen a much greater than anticipated increase, mostly due to the high numbers of fly tips and abandoned vehicles.</p> <p>Although 72 abandoned vehicles were reported, work by officers to reunite vehicles to their owners has meant that only 18 of these needed to be disposed of and therefore avoiding disposal costs. Officers in Environmental Health and UBICO work closely together on an agreed procedure for clearing fly tips as quickly as possible, but making sure any evidence is</p>	Lead Member Clean and Green Environment/ Richard Kirk

Appendix 3 - Key Performance Indicators 2015-16 Quarter 4 Progress Report

KPI no.	KPI description	Outturn 2014-15	Target 2015-16	Outturn Q1 2015-16	Outturn Q2 2015-16	Outturn Q3 2015-16	Outturn Q4 2015-16	Direction of Travel	Traffic light icon	Comment	Portfolio Lead / Group Manager
										collected and considered.	
Council Plan Priority: Provide customer focused community support											
27	Total number of people assisted within the borough by Citizens Advice Bureau (CAB)	1457		380	684	1007	1,363			<p>Heaviest demand has been from residents in the following wards: Brockworth (15.5% or 211 clients), Priors Park (10% -154 clients), Churchdown St Johns 8.5% (117 clients), Northway 7.5 (103 clients) and Cleeve St Michaels 7% (98 clients). The 5 wards represent 48.5% (568) of clients seen.</p> <p>The 5 main areas where advice has been given:</p> <ul style="list-style-type: none"> • Benefits 28% • Debt 25% • Employment: 10% • Relationships 9% • Housing 8% 	Lead Member Economic Development /Promotion / Julie Wood
28	Financial gain to clients resulting from CAB advice	£422,869		£59,317	£122,551	£268,262	£332,197			During the year clients have benefitted from £332,197 of financial gains, of which £247,431 (74.5%) represent increases in disposable incomes.	Lead Member Economic Development /Promotion / Julie Wood

Appendix 3 - Key Performance Indicators 2015-16

Quarter 4 Progress Report

KPI no.	KPI description	Outturn 2014-15	Target 2015-16	Outturn Q1 2015-16	Outturn Q2 2015-16	Outturn Q3 2015-16	Outturn Q4 2015-16	Direction of Travel	Traffic light icon	Comment	Portfolio Lead / Group Manager
59 29	Food establishments in area broadly compliant with food hygiene regulations (%)	90.44%	94%	91.49%	91.97%	92.73%	92.19%	↑	☹	<p>During Q4 the total number of food premises was 870 (895) where the following was found (Q3 in brackets):</p> <ul style="list-style-type: none"> • Broadly compliant commercial premises – 802 (830) • Non-compliant Commercial Premises – 68 (65) • Unrated Commercial Premises – 24 (24) <p>This quarter has seen an unusually high turnover in businesses operating, with 51 businesses closing and 26 new opening. Officers have been proactive in contacting businesses (especially low risk / low priority) to check if they continue to operate and closing files if they don't. Officers have also been busy dealing with the high numbers of revisit requests from businesses who have made improvements as a result of recent inspections.</p>	Lead Member Clean and Green Environment/ Richard Kirk

Appendix 3 - Key Performance Indicators 2015-16 Quarter 4 Progress Report

KPI no.	KPI description	Outturn 2014-15	Target 2015-16	Outturn Q1 2015-16	Outturn Q2 2015-16	Outturn Q3 2015-16	Outturn Q4 2015-16	Direction of Travel	Traffic light icon	Comment	Portfolio Lead / Group Manager
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Council Plan Priority: Develop housing relevant to local needs

30	Number of affordable homes delivered	145	150	46	94	195	229	↑	☺	<p>Q4 has seen a total of 34 affordable homes delivered across the borough, of which:</p> <ul style="list-style-type: none"> • Bishops Cleeve (12) • Brockworth (18) • Winchcombe (4) <p>229 homes delivered is the largest number since 2007/08.</p>	Lead Member Health and Wellbeing/ Richard Kirk
31	Total number of homeless prevention cases	94		44	36	47	45			<p>This quarter's prevention total was made up of 43 preventions plus two homeless reliefs. Cumulative preventions this year to date (172) have exceeded the outturn figure of 94 during 2014/2015. Officers have been resolving housing crises before and during the application process are considered necessary. This has resulted in the increased number of homeless prevention cases.</p>	Lead Member Health and Wellbeing/ Richard Kirk

Appendix 4 - Analysis of Budget by Group Manager Unit

	Full Year Budget	Q4 Budget Position	Q4 Actual Position	Budget Under / (over) spend	Budget Variance %	Notes
Chief Executive	0	261,983	234,682	27,301	10	
Employees	233,103	233,103	227,359	5,744	2.5	
Premises	0	0	60	(60)	0.0	
Transport	2,280	2,280	3,065	(785)	(34.4)	
Supplies & Services	1,600	1,600	3,520	(1,920)	(120.0)	
Payments to Third Parties	25,000	25,000	679	24,321	0.0	1
Support Services	(261,983)	0	0	0	0.0	
Income	0	0	0	0	0.0	

1) There was an allocation of new homes bonus for preparation work for a potential management restructure. This work has not been started as options for the future management of the Council is being considered by CE.

Deputy Chief Executive	0	115,258	115,372	(114)	(0)	
Employees	109,508	109,508	109,802	(294)	(0.3)	
Premises	0	0	0	0	0.0	
Transport	2,450	2,450	2,642	(192)	(7.8)	
Supplies & Services	3,300	3,300	2,928	372	11.3	
Support Services	(115,258)	0	0	0	0.0	
Income	0	0	0	0	0.0	

One Legal	0	1,074,377	1,042,132	32,245	3	
Employees	1,088,669	1,088,669	1,159,883	(71,214)	(6.5)	2
Premises	0	0	0	0	0.0	
Transport	26,280	26,280	15,535	10,745	40.9	3
Supplies & Services	95,088	95,088	78,109	16,979	17.9	4
Payments to Third Parties	10,160	10,160	162,868	(152,708)	(1,503.0)	5
Support Services	(270,279)	0	0	0	0.0	
Income	(949,918)	(145,820)	(374,262)	228,442	(156.7)	6

2) The overspend on employees is due to continuing to have unfilled vacancies in the section and therefore using locums to cover these vacancies. However this overspend is then being offset from additional income being recovered from third parties.

3) The underspend on transport costs is due to the spend on essential user allowance and mileage being lower than expected as there have been vacancies during the year.

4) Supplies and Services has an underspend mainly on books and publications as One legal have managed this budget during the year, to purchase only what is necessary.

5) The overspend on Payments to Third Parties is related to disbursements, which is additional work that One Legal have undertaken. All of these additional costs are being recovered through Income, as costs are recharged back to the various clients.

6) After taking account of the additional income on disbursements, the remaining additional income against budget relates to additional work that One legal has done for UBICO, Cheltenham Borough Homes and Worcestershire County Council among others.

Democratic Services	1,684,891	821,985	732,052	89,933	11	
Employees	224,000	327,599	300,321	27,278	8.3	7
Premises	0	10,748	10,748	0	0.0	
Transport	18,610	18,624	20,498	(1,873)	(10.1)	
Supplies & Services	549,519	509,630	465,939	43,691	8.6	8
Payments to Third Parties	30,106	52,072	52,645	(573)	(1.1)	
Support Services	860,297	0	0	0	0.0	
Depreciation	2,609	0	0	0	0.0	
Income	(250)	(96,688)	(118,099)	21,411	(22.1)	9

7) This is due to temporary staff employed to cover peak times, with elections being held during the year, in order to provide the optimum flexibility to meet the statutory requirements of the service.

8) Supplies and Services are underspent due to joint Borough and General election allowing for efficiencies and reduced costs against Borough election budget

9) A Gov't grant relating to Individual Electoral Registration (£22,828) has been received which had not been included in the budget.

Corporate Services	511,844	1,277,673	1,151,232	126,441	10	
Employees	846,900	846,900	768,797	78,103	9.2	10
Premises	0	0	0	0	0.0	
Transport	8,610	8,610	5,913	2,697	31.3	
Supplies & Services	389,343	389,343	358,166	31,177	8.0	11
Payments to Third Parties	37,320	37,320	30,233	7,087	19.0	
Support Services	(811,598)	0	0	0	0.0	
Depreciation	45,769	0	0	0	0.0	
Income	(4,500)	(4,500)	(11,877)	7,377	(163.9)	

10) As members will be aware, Corporate Services is the new group which combined the Business Transformation and Policy and Performance Teams. Savings in staff costs have been recognised as the budget was set assuming there would be two group managers in 2015/16. Other staff vacancies within the group e.g. Web Development and Internal Audit posts have also contributed to the saving.

11) This mainly relates to the recoup of monies as a result of apprentices successfully being appointed to post.

Environmental and Housing	3,876,850	3,212,910	3,085,078	127,832	4	
Employees	937,190	937,190	978,849	(41,659)	(4.4)	12
Premises	3,595	3,595	614	2,981	82.9	
Transport	37,100	37,100	36,290	810	2.2	
Supplies & Services	139,126	139,126	131,628	7,498	5.4	
Payments to Third Parties	3,737,739	3,737,739	3,762,808	(25,069)	(0.7)	13
Support Services	591,530	0	0	0	0.0	
Depreciation	72,410	0	0	0	0.0	
Income	(1,641,840)	(1,641,840)	(1,825,111)	183,271	(11.2)	14

12) Overspends on staff costs relates to paying contractors to cover the vacancies and sickness/maternity during the year, however the overall position continues to show a surplus.

13) Payments to Third Parties principally relates to the contract with UBICO for the provision of waste and recycling services. The overspend relates to additional costs incurred during the year as a result of additional hire of a vehicle and extra crew.

14) Income is up on garden waste, private hire licensing and also recycling credits from Gloucestershire CC. Positive positions in all these areas of income against budget is helping contribute to a reasonable surplus at the end the year

Finance and Asset	1,292,814	1,797,040	1,854,504	(57,464)	(3)	
Employees	2,519,754	2,519,754	2,483,833	35,921	1.4	15
Premises	621,213	621,213	570,831	50,382	8.1	16
Transport	10,580	10,580	12,144	(1,564)	(14.8)	
Supplies & Services	648,948	633,348	591,936	41,412	6.5	17
Payments to Third Parties	161,450	177,050	202,622	(25,572)	(14.4)	18
Support Services	(778,172)	0	0	0	0.0	
Depreciation	273,946	0	0	0	0.0	
Income	(2,000,206)	(2,000,206)	(1,888,837)	(111,369)	5.6	19
Treasury Mgt Activity	(164,699)	(164,699)	(118,025)	(46,674)	28.3	20

15) Staff savings have been achieved at Cascades and within both Financial Services and Asset Management as vacancies and maternity have been covered by existing staff.

16) Substantial savings made on utilities particularly on gas from the mild winter. Savings also accumulated on business rates payable on our own properties.

17) Underspends across a variety of expenditure types including insurances, bank charges and postages.

18) Additional expenditure on burial services has been incurred, but also offset against income. Additional expenditure was also incurred on receiving specialist advice from consultants on undertaking our bank tender (which resulted in bank charge reductions).

19) Strong income performance in a number of areas including parking, cemeteries and the caravan site. This has however been offset by the failure to secure a tenant for the Public Services Centre and to acquire a suitable commercial property investment.

20) Treasury Mgt activity is showing a negative position against the budget. The main reason for this is the reduced investment income from treasury activities as anticipated following the £10.7m refund to Virgin Media. An equalisation reserve has been established to balance the budget.

Revenues and Benefits	829,395	394,049	484,777	(90,728)	(23)	
Employees	794,528	794,528	766,266	28,262	3.6	21
Transport	11,610	11,610	11,105	505	4.3	
Supplies & Services	135,092	135,092	154,166	(19,074)	(14.1)	22
Payments to Third Parties	26,750	26,750	25,247	1,503	5.6	
Transfer Payments - Benefits Service	19,665,790	19,665,790	19,838,629	(172,839)	(0.9)	23
Support Services	426,099	0	0	0	0.0	
Depreciation	9,247	0	0	0	0.0	
Income	(20,239,721)	(20,239,721)	(20,310,636)	70,915	(0.4)	24

21) Savings have been made on employee costs through the year as there were 2 vacant posts in the group and we have not been replacing staff as they leave.

22) Increase in bailiff costs carrying out more enforcement against non-payment of local taxes. In addition, we have arranged training for key staff to cover important aspects of revenues and benefits going forward.

23) Demand for benefits has risen slightly over the anticipated budget. Benefit claims are very much demand led and people are staying on benefit for longer.

24) One off New Burden Grants have been received during the year which have resulted in additional income being received than budgeted.

Development Services	1,300,857	901,596	(241,678)	1,143,274	127	
Employees	1,344,025	1,337,185	1,292,948	44,237	2.7	25
Premises	41,586	11,586	11,162	424	(8.9)	
Transport	48,870	46,857	41,906	4,950	16.7	
Supplies & Services	366,707	405,560	275,531	130,029	(6.4)	26
Payments to Third Parties	215,410	215,410	237,163	(21,753)	10.9	27
Support Services	359,364	0	0	0	0.0	
Depreciation	39,897	0	0	0	0.0	
Income	(1,115,002)	(1,115,002)	(2,100,390)	985,388	(0.6)	28

25) Employee Costs are showing an underspend due to staff turnover and changes in employment patterns over the year.

Appendix 5 - Analysis of Capital Budget

	Profile Budget to Q4	Q4 Budget Position	Q4 Actual Position	(Over) / Under spend to Q4	% Slippage	Comments
Council Land & Buildings	6,302,665	6,402,665	6,422,296	(19,631)	(0)	<p>- Leisure centre £29k over spend against budget profile in year. As we come towards the completion of the scheme which is on budget, the payment profile is moving closer to the total budget available and no overspend is expected.</p> <p>- Roses theatre - Budget was increased to £250k with revenue contributions. The project was £85k higher than capital budget which was agreed to be met from revenue resources.</p> <p>- Riverside and town regenerations £90k under budget - no spend as yet as plans are still being developed on how best to utilise this allocated funding.</p>
Equipment	150,432	270,032	285,677	(15,645)	(10)	<p>The overspend being reported is due purchase of a IT server during the year which was not in budget.</p> <p>The budget was increased in the year to cover the purchase of Photo-voltaics which were installed in Q3 and paid for in Q4. The budget has been taken from the Capital Investment fund budget.</p>
Capital Investment Fund	2,010,000	1,790,400	0	1,790,400	89	Assumption was that we would have made our capital investment in 15/16 financial year. It now looks as though this will happen late in 2016/17
Community Grants	450,456	450,456	207,125	243,331	54	There has been slippage in individual schemes starting projects which has resulted in the amount currently invoiced behind profiled budget. Each approved scheme has been carried over into the 16/17 financial year
Housing & Business Grants	747,000	799,172	949,255	(150,083)	(20)	<p>Additional expenditure is a result of the Flood Repairs grant (£258k) and Deerhurst Flood grant (£24k). These schemes are grant funded so no budget for it.</p> <p>However currently there has been no spend on Decent Homes which has a budget of £30k and disabled facilities grant which was £60k below budget.</p>
	9,660,553	9,712,725	7,864,353	1,848,372	19	

Appendix 6 - Revenue Reserves for 15/16

Reserve	Balance 31st March 2015	Adjustments	Spent on Reserve Q4	Reserve Remaining	Note
Asset Management Reserve	£296,128		£32,252	£263,876	
Borough Regeneration Reserve	£54,000	-£30,000	£19,949	£4,051	
Business Rates Reserve	£5,433,063		£1,585,096	£3,847,967	
Business Support Reserve	£105,554	-£1,611	£15,728	£88,215	
Business Transformation Reserve	£339,822	£175,953	£162,827	£352,948	6
Community Safety Reserve	£2,532		£2,502	£30	
Community Support Reserve	£15,000		£5,000	£10,000	
Elections Reserve	£9,892		£0	£9,892	
Flood Support and Protection Reserve	£409,230	-£48,389	£191,908	£168,933	1
Health & Leisure Development Reserve	£19,757		£3,434	£16,323	
Housing & Homeless Reserve	£41,260		£4,020	£37,240	
Interest Equalisation Reserve	£150,000	-£58,597	£0	£91,403	
MTFS Equalisation Reserve	£68,178		£0	£68,178	
Organisational Development Reserve	£38,868	-£17,356	£17,881	£3,632	
Development Management Reserve	£243,210		£100,383	£142,827	2
Development Policy Reserve	£470,330		£173,459	£296,871	3
Risk Management Reserve	£47,442		£44,590	£2,852	
Transport Initiatives Reserves	£193,800	-£15,000	£178,800	£0	4
Waste & Recycling development Reserve	£125,000	-£5,000	£60,368	£59,632	5
Uncommitted contingency reserve	£0		£0	£0	
Horsford Reserve	£30,462		-£8,396	£38,858	
Mayors Charity Reserve	£12,436		£12,105	£331	
Planning Obligations Reserve	£2,011,850		£45,482	£1,966,368	
General Fund Working Balance	£450,000		£0	£450,000	
Totals	£10,567,814	£1	£2,647,389	£7,920,426	

Notes to Reserves

- 1 Expenditure of external funding to support recovery following floods in Winter 2014
- 2 Costs resulting from planning appeals
- 3 Costs relating to Borough Plan and CIL development
- 4 External funding for transport studies passed to Gloucestershire County Council
- 5 One off costs associated with joining Ubico Ltd
- 6 Spend on various projects which have the aim of transforming service delivery

TEWKESBURY BOROUGH COUNCIL

Report to:	Executive Committee
Date of Meeting:	13 July 2016
Subject:	Financial Outturn Report including Capital Financing and Earmarked Reserves 2015/16
Report of:	Simon Dix, Finance and Asset Management Group Manager
Corporate Lead:	Rachel North, Deputy Chief Executive
Lead Member:	Councillor D J Waters, Lead Member for Finance and Asset Management
Number of Appendices:	Four

Executive Summary:

The report highlights the Council's financial performance for the previous year, setting out the General Fund and capital outturn positions. To support this, a detailed statement on both positive and negative variances against budget is included.

The formation of the Council's reserves for the forthcoming year requires the approval of Executive Committee.

The performance of the Treasury Management function is also included within the report as required by the Council's Treasury Management Policy.

Recommendation:

- 1. To CONSIDER the General Fund outturn for 2015/16, the financing of the capital programme and the annual treasury management report and performance.**
- 2. To APPROVE the transfers to and from earmarked reserves.**

Reasons for Recommendation:

In line with the requirement to provide Members with regular information on the Council's finances and financial performance, a report on progress against budget is produced on a quarterly basis. This report on the outturn position for the Council offers more detail on the final financial position and compliments the existing reporting framework. Members are also required to approve the transfers to and from earmarked reserves and the carry forward of budgets.

The Council's Treasury Management Policy requires the Section 151 Officer to report to Members annually, by 30 September, on the treasury management activities and prudential indicators for the previous financial year.

Resource Implications:

As detailed within the report.

Legal Implications:

None associated with the report.

Risk Management Implications:

A number of reserves have been set aside to deal directly with specific service risk or general financial risk to the Council.

Performance Management Follow-up:

The performance of services against their set budget is monitored on an ongoing basis and includes Challenge Panels on a quarterly basis. In addition, performance is reported to Members on a quarterly basis.

Environmental Implications:

None associated with this report

1.0 INTRODUCTION/BACKGROUND

- 1.1 This report sets out the final outturn position for the 2015/16 financial year. The main purpose of this report is to provide Members with an overview of the performance against the General Fund revenue budget for 2015/16 and explain significant variances.
- 1.2 The report also addresses the movement on reserves and requests Member approval for the creation of newly requested reserves or additions to existing reserves that fall outside of a previously approved sum.
- 1.3 In addition to the revenue budget outturn, this report also seeks to confirm the full year progress against the capital programme and the sources of finance used in delivering that programme and also to report the performance in 2015/16 of the treasury management function in line with the requirements of the code of practice.
- 1.4 All of the information within this report will be contained within the Council's Statement of Accounts which will be approved by the Audit Committee on 21 September 2016 following the audit conducted by Grant Thornton.

2.0 GENERAL FUND REVENUE OUTTURN 2015/16

- 2.1 In April 2016, the quarter three outturn position was reported to Executive Committee. The report confirmed a surplus of £276,131 for this period which represented a positive variance of 3.81% on budget.
- 2.2 The final General Fund revenue outturn position for the full year can now be reported at a £1,408,610 surplus, representing a positive variance of 15.8%. It is pleasing to again report a surplus for the Council within the financial year particularly given the financial climate for local government and the squeeze on service budgets. The surplus can now be utilised to finance the reserve and carry forward requests of the Council.

2.3 The table below summarises the service performance which has generated the reported surplus.

Table 1 – General Fund outturn summary

	Full Year Budget £	Outturn Position £	Underspend / (overspend) £	Budget Variance %
Employees	8,004,018	8,194,190	(190,172)	(2.4)
Premises	677,142	554,661	122,480	18.1
Transport	166,404	149,099	17,306	10.4
Supplies & Services	2,376,679	2,529,723	(153,044)	(6.4)
Payments to Third Parties	4,265,901	4,583,699	(317,798)	(7.4)
Transfer Payments	19,665,790	18,711,947	953,843	4.9
Income	(26,219,934)	(27,195,929)	975,995	3.7
Total	8,936,000	7,527,390	1,408,610	15.8

2.4 The outturn position is mainly attributable to the major items outlined below:

- The employees full year budget is overspent largely as a result of the requirement to bring in additional staff to meet service requirements and to fulfil the requirements of grant funding received. The overspend is offset by additional income received from sale of services and grant funding.
- Premises are underspent for the year as a result of the release of a provision relating to leased assets. The provision was previously set aside to meet expected requirements but has not been needed during the year and has now been released. Additional savings on business rates and utilities during the year have boosted the surplus.
- Supplies and services overspend is in relation to the expenditure associated with central government grants received. This expenditure was unbudgeted for at the start of the year but corresponding additional income has been received to finance the expenditure.
- Disbursements incurred by One Legal during the course of their activities are not budgeted for and therefore have increased the deficit on payments to third parties by £150,000. The disbursements are recovered from the client Councils and are shown in the additional income generated. In addition to disbursements, extra expenditure has been incurred in service areas such as burial services where additional income is generated. A further £110,000 relates to flood relief expenditure where grant has been received from the county Council.
- Transfer payments relating to the Council's activities in regarding the administration of housing benefit on behalf of central government. The outturn position shows a reduction in the quantum of housing benefit paid out during the year to claimants across the Borough.

- Income targets have far exceeded expectations during the year. The primary area of additional income is development management where total income exceeded target by over £1.58m. This position has been boosted by the receipt of external grant funding totalling £0.918m but strong income in planning fees, both plan submissions and pre-planning advice, has supported the outturn position.
 - Other income targets have also exceeded expectation in particular trade waste, garden waste, licensing and car parking. The overall position for income has been reduced to a £976,000 surplus by the need to reclaim less from central government for housing benefit expenditure incurred.
- 2.5** A full explanation of all variances exceeding £30,000 at a group subjective level is contained at Appendix A. The explanation also includes contact details of the relevant service manager should more information be required by Members.
- 2.6** Balances allocated from New Homes Bonus towards specific projects including the new community grants scheme and the elections, which formed part of the base budget for 2015/16 and remain unspent at the year end, have been carried forward and added to the reserves of the Council.
- 2.7** In contrast to the excellent position reported for the general fund, the financing of the Council's general fund has again been impacted by the performance of the retained business rates scheme in 2015/16. The scheme, which was introduced in 2013, allows Councils to retain a percentage of the growth in the local business rate base above a calculated baseline. Tewkesbury had budgeted for retained income of £255,000 from this scheme and was also a member of the Gloucestershire Business Rates Pool which maximises the retention within Gloucestershire.
- 2.8** As in the previous year, the Council's position in relation to retained rates has been impacted by the position of Virgin Media. Losses were incurred at the start of the financial year as a result of successful appeals and a further provision being made against outstanding appeals. No further progress or clarification has been received with regards to the outstanding appeals and the request to move to a single national assessment for the Virgin Media network.
- 2.9** In addition to Virgin Media, a number of other appeals and valuation adjustments have reduced the Council's rates retention. There has also been an increase in the amount of void properties during the year and it was also necessary to write off a number of historic debts. This has resulted in the Council once again being in deficit within the scheme and requiring a safety net payment from the Gloucestershire Pool. The safety net payment for 2015/16 totalled £252,000 and restored the Council's position to a net loss of £378,000 against the retained income budget.
- 2.10** As a result of the ongoing risk associated with Virgin Media, the Council has withdrawn from the Gloucestershire Pool for 2016/17. This will protect Gloucestershire residents from the costs of further losses associated with Virgin Media and other potential successful appeals.
- 2.11** Overall, the Council has benefitted from a healthy financial performance in 2015/16 with costs being controlled, significant extra income from fees and charges and additional one-off grants from various bodies being received. The setting of the 2016/17 budget included an increase in income targets to the levels seen in 2015/16 in order to assist the Council with the deficit in financing it faced. This means that the Council will again require strong income streams and control over expenditure in order to meet the set budget of the Council, with surpluses to this level unlikely to be seen again.

3.0 COUNCIL RESERVES

- 3.1** A breakdown of the reserves of the Council as at the 31 March 2016 is shown at Appendix B. The reserves are grouped under strategic headings rather than the previous method of grouping so as to provide Members with a better understanding of the actual intended use of the monies set aside. Also included is a breakdown of previous year's reserves, under the same strategic headings, so as to inform Members about the movement on those reserves in the last two years.
- 3.2** Total revenue reserves of the Council stand at £9.84m as at the end of March 16 and include earmarked reserves, planning obligations and the general fund working balance. Despite gross expenditure totalling £1.29m during 2015/16, the reserve balances have seen a net decrease of only £732,000 during the year. There are a number of reasons for this including the surplus on the general fund and the unspent New Homes Bonus monies being carried forward. External grant funding received late in 2015/16 has also been carried forward into the new year.
- 3.3** Where significant movements have occurred during the year, a note in Appendix B has been included, to explain the reason for the movement. Members are asked to approve the balances on the reserves for the new financial year.

4.0 CAPITAL PROGRAMME

- 4.1** The Council has committed to a substantial capital programme in the last few years and this is highlighted in the level of capital expenditure incurred in 2015/16. The bulk of the expenditure has been on the new leisure facility (£6.06m) and maintenance and improvements to the Council's asset portfolio (£416,000).
- 4.2** 2015 saw the financing of the community grants programme move away from capital resources to the use of revenue resources. As a result, capital expenditure on this scheme fell to £207,000 in year and is expected to fall again in the new year as capital awards are drawn down by claimants.
- 4.3** Within the total expenditure on housing and business grants is expenditure on flood relief grants for properties and businesses affected by flooding. £264,000 has been spent on this programme in the 15/16 financial year and has been financed from central government grant. The Council also spent £657,000 on Disabled Facility Grants in 15/16 which was financed in part by the Council (£160,000) with the balance being financed by central government (£497,000).
- 4.4** The summarised capital programme is shown at Appendix C together with the sources of finance used. In summary, the Council expended £7.86m on capital projects in 2015/16 utilising £6.96m of capital reserves, £0.79m of capital grants and £0.116m of revenue contributions. The balance on the capital reserve has reduced to £5.68m as at 31 March 2016 with commitments totalling £11.9m over the next three years. This investment programme, which includes the purchase of a vehicle fleet, the regeneration of Tewkesbury Town and the purchase of an investment property, will require the Council to borrow monies from both internal and external sources.

5.0 TREASURY MANAGEMENT

- 5.1** Treasury Management in Local Government is governed by the CIPFA Code of Practice on Treasury Management in the Public Services. This Council has adopted the code and complies with its requirements, one of which is the receipt by Members of an Annual Review Report after the financial year end.
- 5.2** The detailed treasury report is attached at appendix D.

5.3 The prudential indicators have been monitored regularly and there were no material departures from the indicators arising during the year. The in-year performance of investments resulted in an average return of 0.82% and total income of £116,500. This is £71,500 below the budget for the year and reflects the reduced investment portfolio available to the Council following the refunds issued to Virgin Media. This was expected and an earmarked reserve was included within the accounts to equalise the investment returns budget. The full reserve has not been required and therefore represents a good performance from treasury officers under the circumstances.

6.0 PERFORMANCE INDICATORS

6.1 The Financial Services section reports on two performance indicators during the year relating to the speed of paying invoices and the level of sundry debt over 12 months old. The summary performance of the indicators is shown in the table below.

Table 2 – Performance Indicators

KPI description	Outturn 2014-15	Outturn Q1 15-16	Outturn Q2 15-16	Outturn Q3 15-16	Outturn Q4 15-16
Percentage of creditor payments paid within 30 days of receipt	93.71%	94.54%	93.44%	93.82%	94.12%
Outstanding sundry debt in excess of 12 months old	£49,735	£39,450	£29,605	£53,809	£44,609

6.2 It is pleasing to report a further performance improvement in the speed of paying invoices. The outturn performance of 94.12% within 30 days is up 0.41% on the previous year and is the highest annual figure reported. This reflects the service improvements made and the efficient working of staff involved. The sundry debt position has fallen by over £5,000 across the financial year taking the amount outstanding to £44,609. It is disappointing that having achieved outstanding debt of less than £30,000 at the mid-year point, this position worsened during the second half of the year. The situation was as a result of one individual debtor who has now paid off the majority of the arrears and has a payment plan in place for the balance.

7.0 CONSULTATION

7.1 Budget holders have been consulted about the budget outturn for their service areas. The feedback has been incorporated in the report to explain differences between budgets and actual income and expenditure.

8.0 RELEVANT COUNCIL POLICIES/STRATEGIES

8.1 Treasury Management strategy approved at Council on 19 February 2015 and the Medium Term Financial Strategy approved at Council on 16 December 2014.

9.0 RELEVANT GOVERNMENT POLICIES

9.1 None

10.0 RESOURCE IMPLICATIONS (Human/Property)

10.1 As detailed within the report and appendices.

11.0 SUSTAINABILITY IMPLICATIONS (Social/Community Safety/Cultural/ Economic/ Environment)

11.1 None

12.0 IMPACT UPON (Value For Money/Equalities/E-Government/Human Rights/Health And Safety)

12.1 None

13.0 RELATED DECISIONS AND ANY OTHER RELEVANT FACTS

13.1 Approval of Treasury Management Strategy 2015/16 – Council 19 February 2015
Approval of Budget 2015/16 – Council 19 February 2015

Background Papers: Approval of Treasury Management Strategy 2015/16 – Council 19 February 2015

Approval of Budget 2015/16 – Council 19 February 2015

Contact Officer: Simon Dix, Finance and Asset Management Group Manager
01684 272005 Simon.dix@teWKesbury.gov.uk

Appendices: Appendix A – Revenue outturn by Group
Appendix B – Earmarked reserves and carry forwards
Appendix C – Capital Outturn 2015/16
Appendix D – Annual Treasury Management report

General Fund Outturn 2014/15 by Group

Appendix A

	Full Year Budget	Outturn Position	Savings / (Deficit)	Budget Variance %	Note Number
Chief Executive					
Employees	£233,103	£227,359	£5,744	2.5	
Transport	£2,280	£3,065	-£785	-34.4	
Supplies & Services	£1,600	£3,520	-£1,920	-120.0	
Payments to Third Parties	£25,000	£679	£24,321	100.0	
Income	£0	£0	£0	0.0	
TOTAL	£261,983	£234,622	£27,361	10.4	
Deputy Chief Executive					
Employees	£109,508	£109,802	-£294	-0.3	
Transport	£2,450	£2,642	-£192	-7.8	
Supplies & Services	£3,300	£2,928	£372	11.3	
Income	£0	£0	£0	0.0	
TOTAL	£115,258	£115,372	-£114	-0.1	
One Legal					
Employees	£1,088,669	£1,159,883	-£71,214	-6.5	1
Transport	£26,280	£15,535	£10,745	40.9	
Supplies & Services	£95,088	£78,109	£16,979	17.9	
Payments to Third Parties	£10,160	£160,974	-£150,814	-1484.4	2
Income	-£949,918	-£1,209,900	£259,982	-27.4	3
TOTAL	£270,279	£204,601	£65,678	24.3	
Democratic Services					
Employees	£331,720	£300,321	£31,399	9.5	4
Premises	£10,748	£10,748	£0	0.0	
Transport	£18,624	£20,498	-£1,873	-10.1	
Supplies & Services	£512,869	£465,439	£47,430	9.2	5
Payments to Third Parties	£52,072	£52,645	-£573	-1.1	
Income	-£104,048	-£118,099	£14,051	-13.5	
TOTAL	£821,985	£731,552	£90,433	11.0	
Corporate Services					
Employees	£846,900	£768,797	£78,103	9.2	6
Transport	£8,610	£5,913	£2,697	31.3	
Supplies & Services	£389,343	£358,166	£31,177	8.0	7
Payments to Third Parties	£37,320	£30,233	£7,087	19.0	
Income	-£4,500	-£11,877	£7,377	-163.9	
TOTAL	£1,277,673	£1,151,232	£126,441	9.9	

	Full Year Budget	Outturn Position	Savings / (Deficit)	Budget Variance %	Note Number
Environmental and Housing					
Employees	£937,190	£978,849	-£41,659	-4.4	8
Premises	£3,595	-£69,556	£73,151	2034.8	9
Transport	£37,100	£36,290	£810	2.2	
Supplies & Services	£139,126	£131,628	£7,498	5.4	
Payments to Third Parties	£3,737,739	£3,873,550	-£135,811	-3.6	10
Income	-£1,641,840	-£1,935,928	£294,088	-17.9	11
TOTAL	£3,212,910	£3,014,833	£198,077	6.2	
Finance and Asset					
Employees	£2,519,754	£2,483,833	£35,921	1.4	12
Premises	£621,213	£572,308	£48,905	7.9	13
Transport	£10,580	£12,144	-£1,564	-14.8	
Supplies & Services	£648,948	£591,936	£57,012	8.8	14
Payments to Third Parties	£161,450	£202,623	-£41,173	-25.5	15
Income	-£2,164,905	-£2,038,162	-£126,743	5.9	16
TOTAL	£1,797,040	£1,824,681	-£27,641	-1.5	
Revenues and Benefits					
Employees	£794,528	£766,266	£28,262	3.6	
Transport	£11,610	£11,105	£505	4.3	
Supplies & Services	£135,092	£154,166	-£19,074	-14.1	
Payments to Third Parties	£26,750	£25,832	£918	3.4	
Transfer Payments - Benefits	£19,665,790	£18,711,947	£953,843	4.9	17
Income	-£20,239,721	-£19,184,540	-£1,055,181	5.2	18
TOTAL	£394,049	£484,777	-£90,728	-23.0	
Development Services					
Employees	£1,344,025	£1,399,081	-£55,056	-4.1	19
Premises	£41,586	£41,162	£424	1.0	
Transport	£48,870	£41,906	£6,964	14.2	
Supplies & Services	£366,707	£743,831	-£377,124	-102.8	20
Payments to Third Parties	£215,410	£237,163	-£21,753	-10.1	
Income	-£1,115,002	-£2,697,424	£1,582,422	-141.9	21
TOTAL	£901,596	-£234,280	£1,135,876	126.0	
Council Total	£9,052,773	£7,527,390	£1,525,383	16.8	
Unallocated Corporate Budget	-£116,773	£0	-£116,773	100.0	
General Fund Outturn 2015/16	£8,936,000	£7,527,390	£1,408,610	15.8	

Note 1 One Legal employees overspend of £71,214

The overspend on employees is due to continuing to have unfilled vacancies in the section and therefore using locums to cover these vacancies. However this overspend is then being offset from additional income being recovered from third parties.

Contact Officer: Peter Lewis (01684 272012)

Note 2 One Legal payments to third parties overspend of £150,814

The overspend on Payments to Third Parties is related to disbursements, which is additional work that One Legal have undertaken. All of these additional costs are being recovered through Income, as costs are recharged back to the various clients.

Contact Officer: Peter Lewis (01684 272012)

Note 3 One Legal excess income of £259,982

After taking account of the additional income on disbursements, the remaining additional income against budget relates to additional work that One legal has done for UBICO, Cheltenham Borough Homes and Worcestershire County Council among others.

Contact Officer: Peter Lewis (01684 272012)

Note 4 Democratic Services employee underspend of £31,399

This is due to temporary staff employed to cover peak times, with elections being held during the year, in order to provide the optimum flexibility to meet the statutory requirements of the service.

Contact Officer: Lin O'Brien (01684 272020)

Note 5 Democratic Services supplies & services underspend of £47,430

Supplies and Services are underspent due to joint Borough and General election allowing for efficiencies and reduced costs against Borough election budget

Contact Officer: Lin O'Brien (01684 272020)

Note 6 Corporate Services employees underspend of £78,103

As members will be aware, Corporate Services is the new group which combined the Business Transformation and Policy and Performance Teams. Savings in staff costs have been recognised as the budget was set assuming there would be two group managers in 2015/16. Other staff vacancies within the group e.g. Web Development and Internal Audit posts have also contributed to the saving.

Contact Officer: Greame Simpson (01684 272002)

Note 7 Corporate Services supplies & services underspend of £31,177

This mainly relates to the recoup of monies as a result of apprentices successfully being appointed to post.

Contact Officer: Greame Simpson (01684 272002)

Note 8 Environmental Health & Housing employees overspend of £41,659

Overspends on staff costs relates to paying contractors to cover the vacancies and sickness/maternity during the year

Contact Officer: Richard Kirk (01684 272259)

Note 9 Environmental Health & Housing premises underspend of £73,151

Previous year provisions against leased assets have now been released as they are no longer required.

Contact Officer: Richard Kirk (01684 272259)

Note 10 Environmental Health & Housing payments to third parties overspend of £135,811

Payments to Third Parties principally relates to the contract with UBICO for the provision of waste and recycling services. The overspend relates to additional costs incurred during the year as a result of additional hire of a vehicle and extra crew.

Contact Officer: Richard Kirk (01684 272259)

Note 11 Environmental Health & Housing excess income of £294,088

Income is up on garden waste, private hire licensing and also recycling credits from Gloucestershire CC. Positive positions in all these areas of income against budget is helping contribute to a reasonable surplus at the end the year

Contact Officer: Richard Kirk (01684 272259)

Note 12 Finance & Assets employee underspend of £35,921

Staff savings have been achieved at Cascades and within both Financial Services and Asset Management as vacancies and maternity have been covered by existing staff.

Contact Officer: Simon Dix (01684 272005)

Note 13 Finance & Assets premises underspend of £48,905

Substantial savings made on utilities particularly on gas from the mild winter. Savings also accumulated on business rates payable on our own properties.

Contact Officer: Simon Dix (01684 272005)

Note 14 Finance & Assets supplies and services underspend of £57,012

Underspends across a variety of expenditure types including insurances, bank charges and postages.

Contact Officer: Simon Dix (01684 272005)

Note 15 Finance & Assets payments to third parties overspend of £41,173

Additional expenditure on burial services has been incurred, but also offset against income. Additional expenditure was also incurred on receiving specialist advice from consultants on undertaking our bank tender (which resulted in bank charge reductions).

Contact Officer: Simon Dix (01684 272005)

Note 16 Finance & Assets reduced income of £126,743

Strong income performance in a number of areas including parking, cemeteries and the caravan site. This has however been offset by the failure to secure a tenant for the Public Services Centre and to acquire a suitable commercial property investment. In addition, the returns from treasury activity are below budget as a result of the reduced size of the investment portfolio following the Virgin Media refunds. This was as expected and an equalisation reserve was set aside to cover this eventuality.

Contact Officer: Simon Dix (01684 272005)

Note 17 Revenues & Benefits transfer payments underspend of £953,843

The effects of Welfare Reform and an improvement to the economy has resulted in fewer claims for housing benefit being processed.

Contact Officer: Richard Horton (01684 272119)

Note 18 Revenues & Benefits reduced income of £1,055,181

As a result of reduced benefit processing, there has been a reduction in the subsidy claimed from the government to cover the costs of benefit payments. In addition, the recovery rate of subsidy has reduced below expectation as a result of uncovering increased claimant error.

Contact Officer: Richard Horton (01684 272119)

Note 19 Development Services employees overspend of £55,056

The use of temporary staff and consultants to meet the requirements of the Large Scale Infrastructure funding requirements has caused a seeming overspend. However, government grant has been received to cover these costs.

Contact Officer: Julie Wood (01684 272095)

Note 20 Development Services supplies and services overspend of £377,124

The overspend is as a result of expenditure against unbudgeted government grants for Capacity Building regarding transport studies and Large Sites Infrastructure funding. Extra income, see below, has been received to offset the expenditure.

Contact Officer: Julie Wood (01684 272095)

Note 21 Development Services excess income of £1,582,422

Planning income from both standard applications and also from pre-planning advice is significantly above the budgeted income. Demand is higher than expected and also includes several high value applications in terms of fee charged. £68,000 also relates to a government grant on land charges which has been received, for which no budget was allocated. In addition, government grant also received for Capacity Building and Large Sites Infrastructure.

Contact Officer: Julie Wood (01684 272095)

Council Revenue Reserves for 16/17

Appendix B

Reserve	Balance	Net Movement	Balance	Net Movement	Balance	Note
	31st March 2014	2014/15	31st March 2015	2015/16	31st March 2016	
Asset Management Reserve	550,926.60	-254,798.72	296,127.88	39,331.33	335,459.21	
Borough Regeneration Reserve	53,735.80	264.20	54,000.00	-43,411.98	10,588.02	
Business Rates Reserve	702,000.00	4,731,062.80	5,433,062.80	-1,335,095.54	4,097,967.26	1
Business Support Reserve	52,283.96	53,270.41	105,554.37	1,476.84	107,031.21	
Business Transformation Reserve	258,984.85	80,837.62	339,822.47	-108,620.70	231,201.77	2
Community Safety Reserve	6,547.25	-4,015.62	2,531.63	-2,531.63	0.00	
Community Support Reserve	430.85	14,569.15	15,000.00	102,843.69	117,843.69	3
Development Management Reserve	85,000.00	158,210.00	243,210.00	223,385.87	466,595.87	4
Development Policy Reserve	216,440.00	253,890.00	470,330.00	-152,938.64	317,391.36	5
Elections Reserve	8,024.21	1,867.57	9,891.78	54,268.45	64,160.23	
Flood Support and Protection Reserve	504,010.20	-94,779.90	409,230.30	-153,900.35	255,329.95	6
Health & Leisure Development Reserve	18,794.24	962.46	19,756.70	14,045.65	33,802.35	
Housing & Homeless Reserve	46,931.90	-5,671.84	41,260.06	-1,233.91	40,026.15	
Interest Equalisation Reserve	0.00	150,000.00	150,000.00	-150,000.00	0.00	7
MTFS Equalisation Reserve	0.00	68,178.28	68,178.28	678,317.74	746,496.02	8
Organisational Development Reserve	92,700.00	-53,831.65	38,868.35	-11,609.35	27,259.00	
Risk Management Reserve	88,292.00	-40,850.00	47,442.00	-21,132.10	26,309.90	
Transport Initiatives Reserves	32,200.00	161,600.00	193,800.00	-193,800.00	0.00	9
Waste & Recycling development Reserve	128,903.00	-3,903.00	125,000.00	-103,549.30	21,450.70	10
Uncommitted contingency reserve	0.00	0.00	0.00	0.00	0.00	
Horsford Reserve	20,304.77	10,157.25	30,462.02	8,511.55	38,973.57	
Mayors Charity Reserve	8,265.01	4,170.69	12,435.70	-5,521.91	6,913.79	
Planning Obligations Reserve	1,976,548.35	35,301.54	2,011,849.89	429,250.66	2,441,100.55	11
General Fund Working Balance	450,000.00	0.00	450,000.00	0.00	450,000.00	
Totals	5,301,322.99	5,266,491.24	10,567,814.23	-731,913.63	9,835,900.60	

Notes to Reserves

- 1 Technical account - monies owed to central government. Difference between forecast and actual business rate position
- 2 Monies expended on service reviews
- 3 Includes funds allocated to Community Grants scheme from New Homes Bonus in 15/16
- 4 Includes external grant funding received in quarter 4
- 5 Expenditure incurred on development of JCS, local plan and CIL framework
- 6 A number of flood alleviation works completed and grants administered
- 7 Established to cover impact in 15-16 of Virgin media refunds. Not utilised and no longer required.
- 8 Includes one off contributions in 16/17 towards costs of JCS and MRF. Increased balance for future intended use.
- 9 External funding passed to county to deliver transport study
- 10 One-off costs of joining Ubico and cost of service review
- 11 Substantial contributions received from a number of developments across the Borough.

Capital Outturn 2015/16

Appendix C

	Budget profile for 2015/16	Capital Outturn 2015/16	(Over)/ Under spend	% Slippage	Financed from Capital Reserves	Financed from Capital Grants	Financed from Revenue
Council Land & Buildings	£6,402,665.00	£6,422,296.27	-£19,631.27	-0.31%	£6,337,296.27	£0.00	£85,000.00
Equipment	£270,032.00	£285,677.20	-£15,645.20	-5.79%	£254,677.20	£0.00	£31,000.00
Capital Investment Fund	£1,790,400.00	£0.00	£1,790,400.00	100.00%	£0.00	£0.00	£0.00
Community Grants	£450,456.00	£207,125.03	£243,330.97	54.02%	£207,125.03	£0.00	£0.00
Housing & Business Grants	£799,172.00	£949,255.48	-£150,083.48	-18.78%	£160,406.94	£788,848.54	£0.00
Total	£9,712,725.00	£7,864,353.98	£1,848,371.02	19.03%	£6,959,505.44	£788,848.54	£116,000.00

Appendix D - Annual Treasury Outturn Report 2015/16

1. Introduction

The Chartered Institute of Public Finance and Accountancy's Treasury Management Code (CIPFA's TM Code) requires that authorities report on the performance of the treasury management function at least twice a year (mid-year and at year end).

The Authority's Treasury Management Strategy for 2015/16 was approved by full Council on 19th February 2015 and can be accessed on the council's website.

The Authority has had limited borrowings but invested substantial sums of money and is therefore exposed to financial risks including the loss of invested funds and the revenue effect of changing interest rates. This report covers treasury activity and the associated monitoring and control of risk.

2. External Context

Growth, Inflation, Employment: The UK economy slowed in 2015 with GDP growth falling to 2.3% from a robust 3.0% the year before. CPI inflation hovered around 0.0% through 2015 with deflationary spells in April, September and October. The prolonged spell of low inflation was attributed to the continued collapse in the price of oil from \$67 a barrel in May 2015 to just under \$28 a barrel in January 2016, the appreciation of sterling since 2013 pushing down import prices and weaker than anticipated wage growth resulting in subdued unit labour costs. CPI picked up to 0.3% year/year in February, but this was still well below the Bank of England's 2% inflation target. The labour market continued to improve through 2015 and in Q1 2016, the latest figures (Jan 2016) showing the employment rate at 74.1% (the highest rate since comparable records began in 1971) and the unemployment rate at a 12 year low of 5.1%. Wage growth has however remained modest at around 2.2% excluding bonuses, but after a long period of negative real wage growth (i.e. after inflation) real earnings were positive and growing at their fastest rate in eight years, boosting consumers' spending power.

Global influences: The slowdown in the Chinese economy became the largest threat to the South East Asian region, particularly on economies with a large trade dependency on China and also to prospects for global growth as a whole. The effect of the Chinese authorities' intervention in their currency and equity markets was temporary and led to high market volatility as a consequence. There were falls in prices of equities and risky assets and a widening in corporate credit spreads. As the global economy entered 2016 there was high uncertainty about growth, the outcome of the US presidential election and the consequences of June's referendum on whether the UK is to remain in the EU. Between February and March 2016 sterling had depreciated by around 3%, a significant proportion of the decline reflecting the uncertainty surrounding the referendum result.

UK Monetary Policy: The Bank of England's MPC (Monetary Policy Committee) made no change to policy, maintaining the Bank Rate at 0.5% (in March it entered its eighth year at 0.5%) and asset purchases (Quantitative Easing) at £375bn. In its *Inflation Reports* and monthly monetary policy meeting minutes, the Bank was at pains to stress and reiterate that when interest rates do begin to rise they were expected to do so more gradually and to a lower level than in recent cycles.

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Improvement in household spending, business fixed investment, a strong housing sector and solid employment gains in the US allowed the Federal Reserve to raise rates in December 2015 for the first time in nine years to take the new Federal funds range to 0.25%-0.50%. Despite signalling four further rate hikes in 2016, the Fed chose not to increase rates further in Q1 and markets pared back expectations to no more than two further hikes this year.

However central bankers in the Eurozone, Switzerland, Sweden and Japan were forced to take policy rates into negative territory. The European Central Bank also announced a range of measures to inject sustained economic recovery and boost domestic inflation which included an increase in asset purchases (Quantitative Easing).

Market reaction: From June 2015 gilt yields were driven lower by the a weakening in Chinese growth, the knock-on effects of the fall in its stock market, the continuing fall in the price of oil and commodities and acceptance of diminishing effectiveness of central bankers' unconventional policy actions. Added to this was the heightened uncertainty surrounding the outcome of the UK referendum on its continued membership of the EU as well as the US presidential elections which culminated in a significant volatility and in equities and corporate bond yields.

10-year gilt yields moved from 1.58% on 31/03/2015 to a high of 2.19% in June before falling back and ending the financial year at 1.42%. The pattern for 20-year gilts was similar, the yield rose from 2.15% in March 2015 to a high of 2.71% in June before falling back to 2.14% in March 2016. The FTSE All Share Index fell 7.3% from 3664 to 3395 and the MSCI World Index fell 5.3% from 1741 to 1648 over the 12 months to 31 March 2016.

Local Context

At 31/03/2016 the Authority's underlying need to borrow for capital purposes as measured by the Capital Financing Requirement (CFR) was £0m, while usable reserves and working capital which are the underlying resources available for investment were £13.055m.

At 31/03/2016, the Authority had £0m of borrowing and £7.98m of investments. The Authority's current strategy is to maintain borrowing and investments below their underlying levels, referred to as internal borrowing, subject to holding a minimum investment balance in line with cash flow requirements.

The Authority has an increasing CFR over the next 3 years due to the capital programme, and will therefore be required to borrow up to £6.68m over the forecast period. The Council will borrow the necessary funds from both Internal (£4.48m) and external (£1.8m) sources.

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Borrowing Strategy 2015/16

At 31/03/2016 the Authority held £0m of loans, as was the case on 31/03/2015.

The Authority's chief objective when borrowing has been to strike an appropriately low risk balance between securing low 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.

Temporary and short-dated loans borrowed from the markets, predominantly from other local authorities, also remained affordable and attractive. A £2m loan was borrowed at a rate of 0.4% for a period of 4 months. This was borrowed to meet with the Council's cash flow requirement, and was the only borrowing during 2015/16.

Investment Activity 2015/16

The Authority has held significant invested funds, representing income received in advance of expenditure plus balances and reserves held. During 2015/16 the Authority's investment balances have ranged between £7.98 and £15.52 million.

The Guidance on Local Government Investments in England gives priority to security and liquidity and the Authority's aim is to achieve a yield commensurate with these principles.

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Investments	Balance on 01/04/2015 £m	Investments Made £m	Maturities/ Investments Sold £m	Balance on 31/03/2016 £m	Avg Rate/Yield (%)
Short term Investments (call accounts, deposits) - Banks and Building Societies with ratings of [A-] or higher - Local Authorities	11.5	41.438	48.696	4.242	1.01
Long term Investments - Banks and Building Societies with ratings of [A+] or higher - Local Authorities	0.0	0.0	0.0	0.0	N/A
UK Government: - DMADF - Treasury Bills - Gilts	0.0	0.0	0.0	0.0	N/A
Money Market Funds	1.365	51.702	52.822	0.245	0.46
Other Pooled Funds	1.5	2.0	0.0	3.5	0.75
Investments with Registered Providers of Social Housing	0.0	0.0	0.0	0.0	N/A
- Bonds issued by Multilateral Development Banks - Corporate Bonds (secured) - Corporate Bonds (unsecured)	0.0	0.0	0.0	0.0	0.0
Building societies without credit ratings	1.0	2.5	3.5	0.0	0.53
Other organisations (e.g. loans to small businesses)	0.0	0.0	0.0	0.0	N/A
TOTAL INVESTMENTS	15.365	81.115	88.493	7.987	0.82
Increase/ (Decrease) in Investments £m				(7.378)	

Investment Activity in 2015/16

Security of capital has remained the Authority's main investment objective. This has been maintained by following the Authority's counterparty policy as set out in its Treasury Management Strategy Statement for 2015/16.

Counterparty credit quality was assessed and monitored with reference to credit ratings (the Authority's minimum long-term counterparty rating is A- across rating agencies Fitch,

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S&P and Moody's); for financial institutions analysis of funding structure and susceptibility to bail-in, credit default swap prices, financial statements, information on potential government support and reports in the quality financial press.

The authority will also consider the use of secured investments products that provide collateral in the event that the counterparty cannot meet its obligations for repayment.

Credit Risk

Counterparty credit quality as measured by credit ratings is summarised below:

Date	Value Weighted Average - Credit Risk Score	Value Weighted Average - Credit Rating	Time Weighted Average - Credit Risk Score	Time Weighted Average - Credit Rating
31/03/2015	4.55	No Data	4.11	No Data
30/06/2015	4.32	No Data	3.64	No Data
30/09/2015	4.23	AA-	3.75	AA-
31/12/2015	4.17	AA-	3.69	AA-
31/03/2016	4.22	AA-	3.8	AA-

Scoring:

-Value weighted average reflects the credit quality of investments according to the size of the deposit

-Time weighted average reflects the credit quality of investments according to the maturity of the deposit

-AAA = highest credit quality = 1

-D = lowest credit quality = 26

-Aim = A- or higher credit rating, with a score of 7 or lower, to reflect current investment approach with main focus on security

Counterparty Update

The transposition of two European Union directives into UK legislation placed the burden of rescuing failing EU banks disproportionately onto unsecured institutional investors which include local authorities and pension funds. During the year, all three credit ratings agencies reviewed their ratings to reflect the loss of government support for most financial institutions and the potential for loss given default as a result of new bail-in regimes in many countries. Despite reductions in government support many institutions saw upgrades due to an improvement in their underlying strength and an assessment that that the level of loss given default is low.

The first quarter of 2016 was characterised by financial market volatility and a weakening outlook for global economic growth. In March 2016, following the publication of many banks' 2015 full-year results, Arlingclose advised the suspension of Deutsche Bank and Standard Chartered Bank from the counterparty list for unsecured investments. Both banks recorded large losses and despite improving capital adequacy this will call 2016 performance into question, especially if market volatility continues. Standard Chartered had seen various rating actions taken against it by the rating agencies and a rising CDS level throughout the year. Arlingclose will continue to monitor both banks.

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The end of bank bail-outs, the introduction of bail-ins, and the preference being given to large numbers of depositors other than local authorities means that the risks of making unsecured deposits continues to be elevated relative to other investment options. The Authority therefore increasingly favoured secured investment options or diversified alternatives such as pooled funds over unsecured bank and building society deposits.

Budgeted Income and Outturn

The UK Bank Rate has been maintained at 0.5% since March 2009. Short-term money market rates have remained at relatively low levels (see Table 1 in Appendix 2). New deposits were made at an average rate of 0.61%. Investments in Money Market Funds generated an average rate of 0.46%.

The Authority's budgeted investment income for the year was £188,000. The Authority's investment outturn for the year was £116,500.

Externally Managed Funds:

The Authority also has investments in cash plus funds which allow the Authority to diversify into asset classes other than cash with the need to own and manage the underlying investments. The funds which are operated on a variable net asset value (VNAV) basis offer diversification of investment risk, coupled with the services of a professional fund manager; they also offer enhanced returns over the longer term but are more volatile in the short-term. All of the Authority's pooled fund investments are in the respective fund's distributing share class which pay out the income generated.

Although money can be redeemed from the pooled funds at short notice, the Authority's intention is to hold them for the medium-term. Their performance and suitability in meeting the Authority's investment objectives are monitored regularly and discussed with Arlingclose.

Compliance with Prudential Indicators

The Authority confirms compliance with its Prudential Indicators for 2015/16, which were set in February as part of the Authority's Treasury Management Strategy.

Treasury Management Indicators

The Authority measures and manages its exposures to treasury management risks using the following indicators.

Interest Rate Exposures: This indicator is set to control the Authority's exposure to interest rate risk. The upper limits on fixed and variable rate interest rate exposures, expressed as the amount of net principal borrowed will be:

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	2015/16	2016/17	2017/18
Upper limit on fixed interest rate exposure	£5m	£5m	£5m
Actual	£0m		
Upper limit on variable interest rate exposure	£0m	£0m	£0m
Actual	£0m		

Fixed rate investments and borrowings are those where the rate of interest is fixed for the whole financial year. Instruments that mature during the financial year are classed as variable rate.

Principal Sums Invested for Periods Longer than 364 days: 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 limits on the total principal sum invested to final maturities beyond the period end will be:

	2015/16	2016/17	2017/18
Limit on principal invested beyond year end	£4m	£2m	£2m
Actual	£0m		

Investment Training

The needs of the Authority's treasury management staff for training in investment management are assessed as part of the staff appraisal process, and additionally when the responsibilities of individual members of staff change. Staff attended training courses, seminars and conferences provided by Arlingclose and CIPFA.

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Appendix 1

Prudential Indicators 2015/16

The Local Government Act 2003 requires the Authority to have regard to CIPFA's *Prudential Code for Capital Finance in Local Authorities* (the Prudential Code) when determining how much money it can afford to borrow. The objectives of the Prudential Code are to ensure, within a clear framework, that the capital investment plans of local authorities are affordable, prudent and sustainable and that treasury management decisions are taken in accordance with good professional practice. To demonstrate that the Authority has fulfilled these objectives, the Prudential Code sets out the following indicators that must be set and monitored each year.

Estimates of Capital Expenditure: The Authority's planned capital expenditure and financing may be summarised as follows.

Capital Expenditure and Financing	2015/16 Actual £m	2016/17 Estimate £m	2017/18 Estimate £m
General Fund	7.864	7.124	5.697
Total Expenditure	7.864	7.124	5.697
Capital Receipts	6.960	4.941	0.0
Government Grants	0.788	0.497	0.697
Reserves	0.0	0.0	0.0
Revenue	0.116	0.0	0.0
Borrowing	0.0	1.686	5.0
Leasing and PFI	0.0	0.0	0.0
Total Financing	7.864	7.124	5.697

Estimates of Capital Financing Requirement: The Capital Financing Requirement (CFR) measures the Authority's underlying need to borrow for a capital purpose.

Capital Financing Requirement	31.03.16 Actual £m	31.03.17 Estimate £m	31.03.18 Estimate £m
General Fund	0.0	1.686	5.0
Total CFR	0.0	1.686	5.0

The CFR is forecast to rise by £6.686m over the next three years as capital expenditure financed by debt is outweighed by resources put aside for debt repayment.

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Gross Debt and the Capital Financing Requirement: In order to ensure that over the medium term debt will only be for a capital purpose, the Authority should ensure that debt does not, except in the short term, exceed the total of capital financing requirement in the preceding year plus the estimates of any additional capital financing requirement for the current and next two financial years. This is a key indicator of prudence.

Debt	31.03.16 Actual £m	31.03.17 Estimate £m	31.03.18 Estimate £m
Borrowing	0.0	1.686	5.0
Finance leases	0.0	0.0	0.0
PFI liabilities	0.0	0.0	0.0
Total Debt	0.0	1.686	5.0

Total debt is expected to remain below the CFR during the forecast period.

The actual debt levels are monitored against the Operational Boundary and Authorised Limit for External Debt, below.

Operational Boundary for External Debt: The operational boundary is based on the Authority's estimate of most likely, i.e. prudent, but not worst case scenario for external debt.

Operational Boundary	2015/16 £m	2016/17 £m	2017/18 £m
Borrowing	2.0	5.0	5.0
Other long-term liabilities	0.0	0.0	0.0
Total Debt	2.0	5.0	5.0

Authorised Limit for External Debt: The authorised limit is the affordable borrowing limit determined in compliance with the Local Government Act 2003. It is the maximum amount of debt that the Authority can legally owe. The authorised limit provides headroom over and above the operational boundary for unusual cash movements.

Authorised Limit	2015/16 £m	2016/17 £m	2017/18 £m
Borrowing	5.0	7.5	10.0
Other long-term liabilities	0.0	0.0	0.0
Total Debt	5.0	7.5	10.0

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Ratio of Financing Costs to Net Revenue Stream: This is an indicator of affordability and highlights the revenue implications of existing and proposed capital expenditure by identifying the proportion of the revenue budget required to meet financing costs, net of investment income.

Ratio of Financing Costs to Net Revenue Stream	2015/16 Actual %	2016/17 Estimate %	2017/18 Estimate %
General Fund	-1.28	-1.14	0.10

For the next two periods there is a negative ratio as investment income is higher than borrowing costs and impact of the MRP. It is not until 2017/18 that MRP impact is high enough that borrowing becomes a proportion of the revenue budget.

Incremental Impact of Capital Investment Decisions: This is an indicator of affordability that shows the impact of capital investment decisions on Council Tax levels. The incremental impact is the difference between the total revenue budget requirement of the current approved capital programme and the revenue budget requirement arising from the capital programme proposed.

Incremental Impact of Capital Investment Decisions	2016/17 Estimate £	2017/18 Estimate £	2018/19 Estimate £
General Fund - increase in annual band D Council Tax	0.95	2.23	5.07

Adoption of the CIPFA Treasury Management Code: The Authority adopted the Chartered Institute of Public Finance and Accountancy's *Treasury Management in the Public Services: Code of Practice 2011 Edition* in February 2012.

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Appendix 2

Money Market Data and PWLB Rates

The average, low and high rates correspond to the rates during the financial year rather than those in the tables below.

Please note that the PWLB rates below are Standard Rates. Authorities eligible for the Certainty Rate can borrow at a 0.20% reduction.

Table 1: Bank Rate, Money Market Rates

Date	Bank Rate	O/N LIBID	7-day LIBID	1-month LIBID	3-month LIBID	6-month LIBID	12-month LIBID	2-yr SWAP Bid	3-yr SWAP Bid	5-yr SWAP Bid
01/04/2015	0.50	0.35	0.46	0.43	0.51	0.76	0.97	0.87	1.05	1.32
30/04/2015	0.50	0.35	0.48	0.43	0.52	0.74	0.98	1.00	1.21	1.51
31/05/2015	0.50	0.43	0.50	0.43	0.52	0.75	0.98	0.97	1.18	1.49
30/06/2015	0.50	0.35	0.45	0.43	0.52	0.79	0.99	1.09	1.35	1.68
31/07/2015	0.50	0.32	0.43	0.43	0.53	0.79	1.01	1.10	1.33	1.66
31/08/2015	0.50	0.42	0.40	0.43	0.54	0.82	1.02	1.03	1.24	1.61
30/09/2015	0.50	0.37	0.41	0.43	0.54	0.74	1.00	0.93	1.11	1.41
31/10/2015	0.50	0.36	0.41	0.43	0.54	0.77	1.00	0.97	1.16	1.49
30/11/2015	0.50	0.30	0.42	0.43	0.54	0.88	1.00	0.93	1.10	1.39
31/12/2015	0.50	0.43	0.35	0.43	0.54	0.76	1.01	1.09	1.30	1.58
31/01/2016	0.50	0.43	0.42	0.43	0.54	0.71	0.99	0.77	0.89	1.14
29/02/2016	0.50	0.25	0.43	0.43	0.54	0.73	0.99	0.71	0.74	0.85
31/03/2016	0.50	0.30	0.44	0.52	0.62	0.71	0.93	0.79	0.84	1.00
Average	0.50	0.38	0.45	0.43	0.54	0.76	0.99	0.96	1.14	1.43
Maximum	0.50	0.48	0.58	0.57	0.66	0.92	1.02	1.17	1.44	1.81
Minimum	0.50	0.17	0.35	0.43	0.51	0.55	0.84	0.68	0.73	0.85
Spread	--	0.31	0.23	0.14	0.15	0.37	0.18	0.49	0.71	0.96

Table 2: PWLB Borrowing Rates - Fixed Rate, Maturity Loans

Change Date	Notice No	1 year	4½-5 yrs	9½-10 yrs	19½-20 yrs	29½-30 yrs	39½-40 yrs	49½-50 yrs
01/04/2015	127/15	1.33	2.10	2.69	3.24	3.37	3.32	3.31
30/04/2015	166/15	1.41	2.27	2.90	3.44	3.55	3.50	3.48
31/05/2015	204/15	1.44	2.26	2.90	3.44	3.54	3.48	3.45
30/06/2015	248/15	1.48	2.44	3.13	3.65	3.72	3.64	3.60
31/07/2015	294/15	1.54	2.45	3.07	3.56	3.62	3.54	3.49
31/08/2015	334/15	1.47	2.30	2.92	3.47	3.54	3.44	3.40
30/09/2015	379/15	1.44	2.19	2.79	3.42	3.50	3.42	3.39
31/10/2015	423/15	1.44	2.38	2.93	3.56	3.65	3.56	3.53
30/11/2015	465/15	1.42	2.23	2.85	3.48	3.54	3.42	3.39
31/12/2015	505/15	1.41	2.38	3.01	3.61	3.68	3.56	3.53
31/01/2016	040/16	1.24	1.96	2.62	3.28	3.37	3.23	3.20
29/02/2016	082/16	1.27	1.73	2.43	3.23	3.36	3.24	3.19

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31/03/2016	124/16	1.33	1.81	2.48	3.21	3.30	3.16	3.12
	Low	1.21	1.67	2.30	3.06	3.17	3.05	3.01
	Average	1.41	2.20	2.85	3.46	3.54	3.45	3.42
	High	1.55	2.55	3.26	3.79	3.87	3.80	3.78

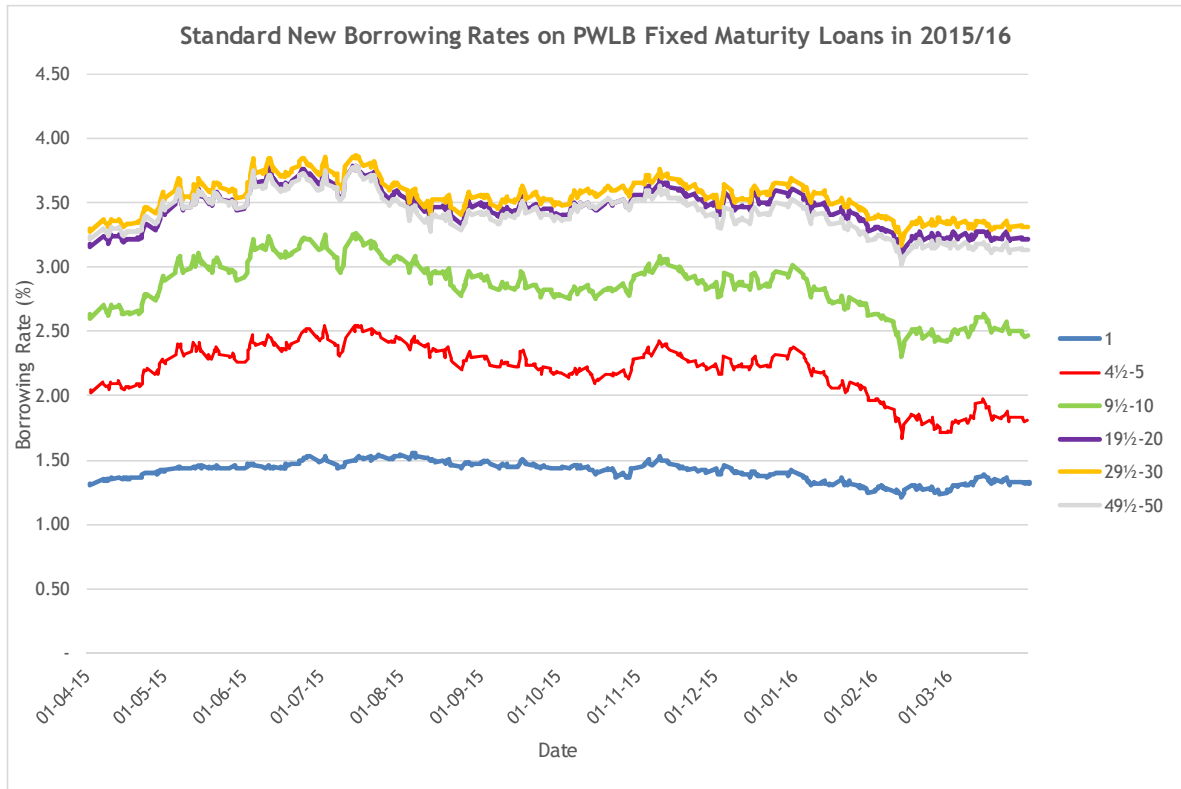


Table 3: PWLB Borrowing Rates - Fixed Rate, Equal Instalment of Principal (EIP) Loans

Change Date	Notice No	4½-5 yrs	9½-10 yrs	19½-20 yrs	29½-30 yrs	39½-40 yrs	49½-50 yrs
01/04/2015	127/15	1.66	2.14	2.71	3.03	3.24	3.35
30/04/2015	166/15	1.79	2.31	2.92	3.24	3.45	3.54
31/05/2015	204/15	1.78	2.30	2.93	3.26	3.45	3.53
30/06/2015	248/15	1.90	2.49	3.15	3.47	3.65	3.72
31/07/2015	294/15	1.96	2.50	3.09	3.39	3.57	3.63
31/08/2015	334/15	1.83	2.34	2.94	3.27	3.48	3.55
30/09/2015	379/15	1.76	2.23	2.82	3.19	3.43	3.51
31/10/2015	423/15	1.81	2.32	2.96	3.33	3.57	3.66
30/11/2015	465/15	1.79	2.27	2.87	3.25	3.49	3.56
31/12/2015	505/15	1.89	2.42	3.03	3.39	3.62	3.70
31/01/2016	040/15	1.54	2.00	2.65	3.04	3.29	3.38
29/02/2016	082/16	1.42	1.77	2.46	2.95	3.24	3.36
31/03/2016	124/16	1.50	1.85	2.51	2.96	3.22	3.31
	Low	1.36	1.70	2.33	2.78	3.07	3.18

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	Average	1.76	2.25	2.88	3.24	3.47	3.55
	High	1.99	2.60	3.28	3.61	3.79	3.87

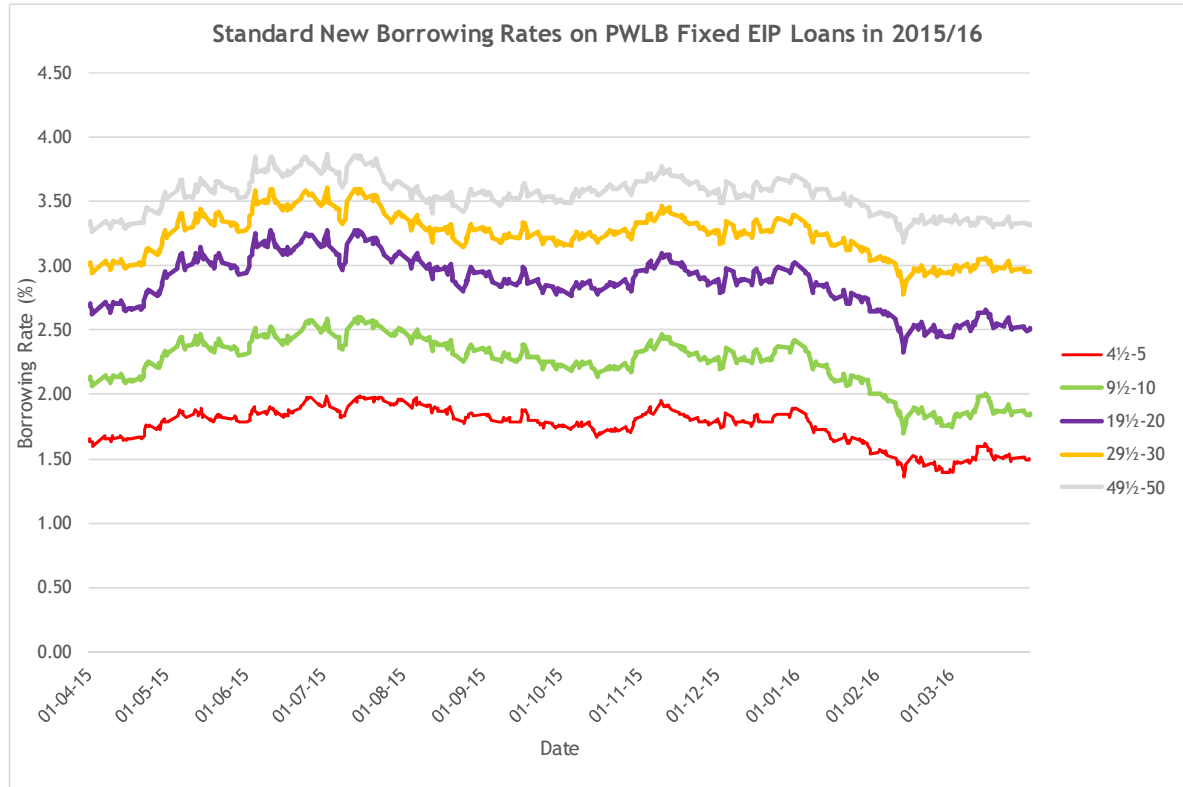


Table 4: PWLB Variable Rates

	1-M Rate	3-M Rate	6-M Rate	1-M Rate	3-M Rate	6-M Rate
	Pre-CSR	Pre-CSR	Pre-CSR	Post-CSR	Post-CSR	Post-CSR
01/04/2015	0.62	0.63	0.66	1.52	1.53	1.56
30/04/2015	0.62	0.64	0.67	1.52	1.54	1.57
31/05/2015	0.62	0.65	0.68	1.52	1.55	1.58
30/06/2015	0.62	0.66	0.70	1.52	1.56	1.60
31/07/2015	0.62	0.66	0.72	1.52	1.56	1.62
31/08/2015	0.62	0.66	0.70	1.52	1.56	1.60
30/09/2015	0.66	0.67	0.76	1.56	1.57	1.66
31/10/2015	0.66	0.67	0.76	1.46	1.56	1.57
30/11/2015	0.64	0.67	0.72	1.54	1.57	1.62
31/12/2015	0.63	0.65	0.72	1.53	1.55	1.62
31/01/2016	0.64	0.66	0.69	1.54	1.56	1.59
29/02/2016	0.63	0.65	0.68	1.53	1.55	1.58
31/03/2016	0.61	0.65	0.67	1.51	1.55	1.57
Low	0.61	0.61	0.66	1.51	1.51	1.56
Average	0.63	0.66	0.71	1.53	1.56	1.61
High	0.67	0.69	0.78	1.57	1.59	1.68

Agenda Item 10

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