


4 July 2017

Committee	Executive
Date	Wednesday, 12 July 2017
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 (during office hours staff should proceed to their usual assembly point; outside of office hours proceed to the visitors' car park). 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	
<p>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.</p>	
4. MINUTES	1 - 12
<p>To approve the Minutes of the meeting held on 7 June 2017.</p>	
5. ITEMS FROM MEMBERS OF THE PUBLIC	
<p>To receive any questions, deputations or petitions submitted under Rule of Procedure 12.</p> <p><i>(The deadline for public participation submissions for this meeting is 6 July 2017)</i></p>	
6. EXECUTIVE COMMITTEE FORWARD PLAN	13 - 17
<p>To consider the Committee's Forward Plan.</p>	
7. PERFORMANCE MANAGEMENT REPORT - QUARTER FOUR 2016/17	18 - 55
<p>To receive and respond to the findings of the Overview and Scrutiny Committee's review of the quarter four performance management information.</p>	
8. COMMUNITY INFRASTRUCTURE LEVY - STATEMENT OF MODIFICATIONS	56 - 71
<p>To recommend to Council that the public consultation on the proposed Statement of Modifications be approved and that the Deputy Chief Executive be authorised to compile and submit responses to the Community Infrastructure Levy examiner for examination.</p>	
9. SEPARATE BUSINESS	
<p>The Chairman will move the adoption of the following resolution:</p> <p>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.</p>	

Item	Page(s)
10. DISPOSAL OF LAND AT LINCOLN GREEN LANE, TEWKESBURY	72 - 86
<p><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></p>	
<p>To consider the disposal of open space at Lincoln Green Lane, Tewkesbury.</p>	
11. DISPOSAL OF GARAGE SITE AT BACK LANE, WINCHCOMBE	To Follow
<p><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></p>	
<p>To consider the disposal of a garage site at Back Lane, Winchcombe.</p>	

DATE OF NEXT MEETING
WEDNESDAY, 30 AUGUST 2017
COUNCILLORS CONSTITUTING COMMITTEE

Councillors: Mrs K J Berry, R A Bird (Vice-Chair), Mrs G F Blackwell, M Dean, R Furolo, Mrs J Greening, Mrs E J MacTiernan, J R Mason and D J Waters (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, 7 June 2017 commencing at
2:00 pm**

Present:

Chair	Councillor D J Waters
Vice Chair	Councillor R A Bird

and Councillors:

Mrs K J Berry, M Dean, Mrs P A Godwin (Substitute for Mrs G F Blackwell), Mrs J Greening,
Mrs E J MacTiernan, A S Reece (Substitute for R Furolo) and M J Williams
(Substitute for J R Mason)

also present:

Councillors P W Awford

EX.1 ANNOUNCEMENTS

- 1.1 The evacuation procedure, as set out on the Agenda, was taken as read.
- 1.2 The Chair welcomed Councillor P W Awford, as Chair of the Overview and Scrutiny Committee, who was in attendance to observe the meeting.

EX.2 APOLOGIES FOR ABSENCE AND SUBSTITUTIONS

- 2.1 Apologies for absence were received from Councillors Mrs G F Blackwell, R Furolo and J R Mason. Councillors Mrs P A Godwin, A S Reece and M J Williams would be acting as substitutes for the meeting.

EX.3 DECLARATIONS OF INTEREST

- 3.1 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.
- 3.2 There were no declarations of interest made on this occasion.

EX.4 MINUTES

- 4.1 The Minutes of the meeting held on 26 April 2017, copies of which had been circulated, were approved as a correct record and signed by the Chair.

EX.5 ITEMS FROM MEMBERS OF THE PUBLIC

- 5.1 There were no items from members of the public on this occasion.

EX.6 EXECUTIVE COMMITTEE FORWARD PLAN

6.1 Attention was drawn to the Committee's Forward Plan, circulated at Pages No. 12-16. Members were asked to consider the Plan.

6.2 A Member questioned what was happening regarding the Spring Gardens/Oldbury Road regeneration and, in response, the Head of Finance and Asset Management indicated that this would be considered at the Executive Committee meeting in August; currently discussions were ongoing with a number of parties and the next phase of activity would be to put together a planning brief to take forward to the market which would set out what the Council wanted to do in the area - this was not underway at the moment.

6.3 Accordingly, it was

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

EX.7 APPOINTMENT OF PORTFOLIO HOLDERS AND SUPPORT MEMBERS

7.1 Attention was drawn to the document, attached to the Agenda at Page No. 17, which showed the Portfolio Holders and their Support Members for the forthcoming Municipal Year. Members were asked to confirm their appointment.

7.2 Accordingly, it was

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

Leader of the Council/Corporate Portfolio –
Councillor D J Waters.

Corporate Portfolio Support Member –
Councillor K J Cromwell.

Customer Focus Portfolio –
Councillor M Dean.

Customer Focus Support Member –
Councillor Mrs H C McLain.

Organisational Development Portfolio Holder –
Councillor Mrs G F Blackwell.

Organisational Development Support Member –
Councillor Mrs P A Godwin.

Finance and Asset Management Portfolio –
Councillor R Furolo.

Finance and Asset Management Support Member –
Councillor A S Reece.

Built Environment Portfolio Holder –
Councillor Mrs E J MacTiernan.

Built Environment Support Member –
Councillor Mrs R M Hatton.

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 Mrs J Greening.
 Health and Wellbeing Support Member –
 Councillor Mrs J E Day.

EX.8 FINANCIAL OUTTURN REPORT

- 8.1 The report of the Head of Finance and Asset Management, circulated at Pages No. 18-40, highlighted the Council's financial performance for the previous year and asked Members to consider the general fund outturn for 2016/17, the financing of the capital programme and the treasury management report and performance, as well as to approve the transfers to and from earmarked reserves.
- 8.2 The Head of Finance and Asset Management explained that the report before Members represented the financial position for 2016/17 and included five parts: the general fund and revenue outturn; the Council reserves; the capital programme; treasury management; and performance indicators.
- 8.3 In terms of the general fund outturn position for the full year, there was a deficit of £86,520 which represented a negative variance of 0.93% against the full year budget. Although no deficit was a satisfactory outcome, the Head of Finance and Asset Management was pleased to report a significantly reduced deficit and a close to break-even position for the Council for the whole financial year. He felt that this was particularly encouraging given the challenging financial position of local government and a number of significant external factors which had adversely affected the Council's budget position such as losses on retained business rates. Table one at Page No. 20 of the report set out the overall position which showed that, if the business rates element was removed, the Council would have been in a surplus position. However, one of the other main reasons for the overspend was employees which was largely as a result of the requirement to bring in interim staff to cover vacancies and sickness. Additional staff had also been employed to meet service requirements and to fulfil the requirements of grant funding received. In addition, provision had been made to meet redundancy and pension payments which had been agreed as part of the management restructure. The overspend in supplies and services was in relation to the expenditure associated with running elections and referendum on behalf of the government; the financing rules meant that this had to be shown as an overspend because it was unbudgeted at the start of the year even though corresponding additional income had been received to finance the expenditure. There was a similar position in relation to One Legal as it recovered all money from clients – that overspend was shown under 'payments to third parties'. Transfer payments related to the administration of housing benefit on behalf of central government – the outturn position showed a small increase in the quantum of housing benefit paid out during the year to claimants across the Borough but was offset by additional income through the housing benefit subsidy.

In terms of income, targets had far exceeded expectation throughout the year – external income had boosted the overall position but this had also been helped by solid income streams in a number of areas with improved recovery of housing benefit subsidy having had a major impact. Commercial and treasury income had been boosted in the last quarter by the net income following the acquisition of a commercial investment property in Tewkesbury. Appendix A set out the position by service grouping and included notes about significant variances of over £30,000. In terms of business rates, the Head of Finance and Asset Management explained that the Council remained in a safety net position and as such would still not be re-joining the Gloucestershire business rates pool. The revaluation of doctors surgeries and subsequent backdating of refunds to 2010 had had the biggest single impact on the Council in the year; although there had been many more successful appeals that had contributed to its losses.

- 8.4 Appendix B to the report set out a breakdown of the Council's reserves as at 31 March 2017. The reserves were grouped under strategic headings so as to provide Members with a better understanding of the actual intended use of the monies set aside. It also included a breakdown of the previous year's reserves for comparison purposes. The total revenue reserves of the Council were £8.04 million as at the end of March 2017 which included earmarked reserves, planning obligations and the general fund working balance. The reductions in overall revenue reserves totalled £1.79 million and could largely be attributed to the movement on the business rates reserve which was a technical reserve held for timing differences between the collection of business rates and payments of the central share to government.
- 8.5 In terms of the Council's capital programme, the Head of Finance and Asset Management indicated that this had been substantial in the last few years and this was highlighted in the level of capital expenditure which had been incurred in 2016/17. The bulk of the expenditure had been on the purchase of an investment property and the new waste vehicle fleet. The capital programme had included over £15.5 million which had been invested in the Council's land and buildings with the final instalments on the new leisure centre and the purchase of an investment property. As the purchase had only been carried out in the autumn a large variance was reported against the original budget for the capital programme which had been projected before the start of the year. An underspend of £478,000 was reported against vehicles and equipment which reflected the timing of payments made for the new fleet; final payments would be recorded in the new financial year. Appendix C to the report set out a summary of the capital programme together with the sources of finance which had been used.
- 8.6 The Treasury Report was attached to the Committee report at Appendix D and the Prudential Indicators were attached at Appendix E. In terms of the Prudential Indicators, the Head of Finance and Asset Management explained that they had been monitored regularly and there were no material departures arising from the year on investments. There had been a breach of the limits set at the beginning of the year for borrowing levels following the purchase of an investment property but the Indicators had been revised as part of the investment proposal report to ensure compliance with the targets throughout the year. The in-year performance of investments had resulted in an average return of 0.75% and total income of £115,000; this was £5,000 below the budget for the year and reflected the reducing market rates experienced during the course of the year. The Council had undertaken £15 million of borrowing by the year end in order to fund its commercial property investments and a short term rate of 0.4% had been secured for that.

8.7 During the discussion which ensued, a Member questioned whether the overspend amount in the supplies and services section on Page No. 20 of the report was the actual amount it cost to run an election. In response, the Head of Finance and Asset Management advised that £245,763 was the amount across the whole Council and the cost of the elections was within that; it was expensive to run an election but the Council gained as much as it could from the government wherever possible. When the Council ran its own Borough and Parish elections the cost was around £120,000. Referring to Page No. 26, a Member questioned why the Council had paid Cheltenham Borough Council for a cross boundary planning application. In response, the Head of Finance and Asset Management explained that this was the North West Cheltenham site for which planning income had been received and then shared with Cheltenham Borough Council as the site was within both Boroughs. Referring to planning appeals, a Member questioned what the cost of defending them was and the number of appeals etc. In response, the Head of Development Services advised that she was doing some investigatory work on this as part of the service review so she could update the Member at her Lead Member briefing. Also referring to Page No. 26, a Member questioned how the Council's contract with Ubico was going as she noted there had been a small overspend on the contract for the year. The Member was advised that there would be a seminar for all Members on Ubico next month and this would cover issues including the amount spent by the Council and other partners and the amount received from them in profit from Ubico, comparison of the main Performance Indicators between Ubico and when the service was run in-house etc.

8.8 Accordingly, it was

RESOLVED:

1. That the General Fund outturn for 2016/17, the financing of the capital programme and the annual treasury management report and performance be **NOTED**.
2. That the transfers to and from earmarked reserves be **APPROVED**.

EX.9 PREPARATION FOR THE GENERAL DATA PROTECTION REGULATION

9.1 The report of the Chief Executive, circulated at Pages No. 41-54, summarised the impact on the Council of the new General Data Protection Regulation, which would come into force on 25 May 2018, and the associated risks of non-compliance. Members were asked to note the action plan, attached at Appendix 1 to the report; to approve the establishment of the post of Business Administration Manager; and to recommend to Council that the ongoing funding for that post be included in the base budget for 2018/19 and future years.

9.2 The Chief Executive explained that the General Data Protection Regulation would come into force across the European Union (EU) on 25 May 2018 and would replace existing data protection laws. The Council had been advised that this would be in place as long as the UK formally remained within the EU but the government had also indicated that the Regulation would remain in place after the UK's exit from the EU. The new Regulation would increase the rights of individuals over their personal data and tighten the obligations of all organisations to comply with the new rules concerning the management of personal information. The new Regulations would significantly increase the data protection obligations on the Council and, although existing data protection procedures were in place, those required extensive review and revision in order to achieve compliance with the General Data Protection Regulation framework. The most significant addition was the new 'accountability' requirement whereby organisations would need to be able

to demonstrate compliance with the General Data Protection Regulation principles by, for example, maintaining documentation on decisions about why personal information was being processed. Another important change was the vastly increased fines for those organisations that failed to comply or permitted data breaches; for serious breaches organisations could be fined up to €20 million and for less serious breaches, or for failing to keep records, the fine could be up to €10 million.

9.3 Members were advised that, to demonstrate compliance, the Council must implement technical and organisational measures including data protection policies, staff and Member training and internal data processing audits; maintain relevant documentation on processing activities; appoint a Data Protection Officer which was a new statutory role; implement measures that met the principles of data protection by design including data minimisation, use of artificial identifiers and transparency; and implement data protection privacy impact assessments. The requirements of the General Data Protection Regulation were extensive and complex and, as such, it was felt that a dedicated resource was needed to lead and coordinate the associated activities. As the cost of the proposed Business Administration Manager post was outside of the budget its funding needed to be a recommendation to Council.

9.4 During the discussion which ensued, a Member noted that the maximum annual cost of the new post would be £50,970 including on-costs and she questioned whether this could be achieved for any less. In response, the Chief Executive advised that the cost identified was the maximum cost for the grade, however the post had not yet been evaluated so could come down. The postholder would be responsible for managing protocols and ensuring all services across the Council complied with the new Regulations so, as could be seen from the draft job description circulated with the report, it was a significant and important role.

9.5 Accordingly, it was

RESOLVED:

1. That the action plan, which would achieve compliance with the General Data Protection Legislation, attached to the report at Appendix 1, be **NOTED**.
2. That, subject to (3) below, a Business Administration Manager's post be established in accordance with Section 4 of the report.
3. That it be **RECOMMENDED TO COUNCIL** that ongoing funding for the Business Administration Manager post be included in the base budget for 2018/19 and future years.

EX.10 ECONOMIC DEVELOPMENT AND TOURISM STRATEGY

10.1 The report of the Community and Economic Development Manager, circulated at Pages No. 55-73, outlined the progress of the Economic Development and Tourism Strategy Working Group in developing the new Strategy. Members were asked to adopt the Strategy and approve the proposed amendments to the Business Grant Scheme as outlined within the report.

10.2 The Chair of the Economic Development and Tourism Strategy Review Working Group explained that economic development was one of the key priorities in the Council Plan and was essential to the support of business growth within the Borough. It did, however, also need to be understood that the Council's resources in that area were limited and he felt the Council achieved far more than should be expected with the resources it had. The Working Group, along with Officers, had

put in a lot of hard work to create the new Strategy which he felt was something to be proud of and he thanked everyone who had been involved. The Head of Development Services explained that the report before Members highlighted the progress made and asked the Executive Committee to adopt the new Strategy.

- 10.3 It was explained that the previous Strategy had reached the end of its life so a Working Group had been initiated to review it. The work had included the Council's key partners and the employment land review, economic assessment and business survey had been the basis for the Strategy. The document before the Executive Committee had been considered by the Overview and Scrutiny Committee and subsequently recommended to the Executive Committee for approval. Particular attention was drawn to the fact that one of the meetings of the Working Group had focused on business grants and the Overview and Scrutiny Committee had been keen to ensure this was detailed within the report to Committee and included in the resolution made by the Executive Committee as appropriate. Members were then provided with a brief presentation which showed that, in terms of the economy in Tewkesbury Borough, there were 43,000 jobs; unemployment was at 1%; the value of goods and services produced £2.23 billion per year; and there were 3,915 enterprises, including 3,445 micro-businesses. The Borough had a strong business survival rate and an annual tourism related spend of £125 million with 1.8 million day visits. The Borough was in a good location with excellent transport links and a high demand for employment land. There was also a diverse economy and an established centre for high quality manufacturing and world class high-tech aero engineering. It was felt that there was still an opportunity for more growth as there were a number of business which were known to want to locate themselves in the Borough which was great news. There were also a number of major tourism attractions including Tewkesbury Abbey, Sudeley Castle, the Great Western Railway, FlyUp417 and the Jet Age Museum. In terms of the new Strategy, it aimed to provide practical support for businesses in the Borough; promote the area to attract investment and visitors; deliver effective strategic planning to facilitate economic growth; and be proactive in seeking external funding for the area. The Strategy would be a four year document to 2021 with five priorities each of which had a number of objectives within the annual delivery plan.
- 10.4 Members were advised that there were a number of objectives contained with the Strategy including delivering sufficient employment land to meet the needs of the strategic plan; supporting Gloucestershire Airport business expansion and highway access improvements; stimulating business start-ups and enterprise growth rates incorporating the development of a growth hub; promoting Tewkesbury Borough to visitors, working with Cotswold Tourism and other partners; and promoting initiatives to improve education and training relevant to local employment. Members were shown a video which would be used as a marketing tool for the Tewkesbury/J9 area and were advised that Officers were considering making another one which looked Borough-wide. Members would be circulated the weblink to the video following the meeting.
- 10.5 A Member expressed a hope that the Council would work closely with the Cotswold AONB Board as it offered a really good resource in the area. In response, the Community and Economic Development Manager advised that the Council was a member of a partnership called Cotswold Tourism and this provided an excellent link to a number of such organisations within the Gloucestershire/Cotswolds area. Another Member questioned how the Strategy would be monitored and the Community and Economic Development Manager explained that the Council's Performance Tracker would monitor progress as well as an additional annual review by the Overview and Scrutiny Committee; in addition, the action plan would be refreshed as and when necessary. In terms of the marketing video this could be sent out to local agents and through campaign work both on a local and national scale. For the purposes of social media, the

video could be split into six smaller videos which meant it could be circulated through 'tweets' etc. The official launch of the video would be in July but the specific date was still to be confirmed. A Member felt it was a shame that the Council was trying to promote education yet the 'Launchpad' in Tewkesbury was due to close soon. The Chief Executive shared the frustration in that regard; as he understood it the Launchpad was owned by Gloucestershire College and the college was raising capital through the sale. He had expressed the view that the loss of the educational facility was a real shame and he knew Tewkesbury School had made similar comments.

10.6 Having considered the Strategy and comments made, it was

- RESOLVED:**
1. That the Economic Development and Tourism Strategy be **ADOPTED**.
 2. That the amendments to the Business Grants Scheme, as outlined in Paragraphs 3.3 to 3.5 of the report, be **APPROVED**.

EX.11 COMMUNICATIONS STRATEGY 2017 TO 2019

11.1 The report of the Head of Corporate Services, circulated at Pages No. 74-86, attached a Communications Strategy and action plan which Members were asked to approve.

11.2 Members were advised that communications had a vital role to play in helping the Council deliver its vision, priorities and objectives to local people. It was responsible for a wide range of complex services so it needed a clear framework to communicate effectively. The Strategy and action plan was designed to be a simple, easy read document that looked at how the Council could grow its communications to meet its future aims until 2019 – it looked at digital communications but also took into account that some people did not want to engage in that way and still needed face-to-face and telephone options. The Communications Strategy identified key communication principles; what had been achieved so far; what people thought of the Council; what the Council wanted to achieve; and how it would achieve those objectives. It was suggested that the Strategy and action plan would be a 'live' document and would be reported to the Overview and Scrutiny Committee on an annual basis.

11.3 In response to a query regarding the Borough News being available online, Members were advised that the newspaper was already published on the Council's website. However, there was currently a Tewksbury Borough News Review Working Group in operation and, from the first meeting of that group, it was understood that it needed to be more prominent. A Member referred to one of the actions to 'increase video output where appropriate e.g. to encourage recruitment' and she questioned what this meant. In response, she was advised that this was popular with many organisations and involved putting a short video on their websites to give a flavour of what it was like to work in a place so people could see what the environment was like.

11.4 Having considered the Strategy and action plan, it was

- RESOLVED:** That the Communications Strategy and action plan be **APPROVED**.

EX.12 MANAGEMENT OF OCCUPATIONAL ROAD RISK

- 12.1 The report of the Head of Finance and Asset Management, circulated at Pages No. 87-97, sought to extend the current arrangements for the checking of business travel and formalised the approach so that the Council was able to demonstrate it was discharging its duties. Members were asked to approve the Management of Occupational Road Risk Policy and Guidelines and to delegate authority to the Head of Finance and Asset Management to make minor amendments to the Policy, if necessary, following Union consultation.
- 12.2 The Head of Finance and Asset Management explained that the Policy, as attached to the report at Appendix A, would apply to all officers and Members of the Council, Council volunteers and a number of additional roles. The framework would organise the Council's current approach to the administration of business travel and provide consistency across the organisation. The Policy was designed to be comprehensive and effective yet simple and quick for management and employees to instigate. In summary, the Policy required annual checks against car insurance, driving licence, MOT certification and road tax. Individuals would be required to provide hard copy information for certain elements whereas in other areas the government's website and central database could be used. Managers would be expected to sign a declaration once they had checked the documents and that would be passed to Human Resources for recording on personnel files. Should an employee not have the correct insurance and/or documentation for themselves or their vehicle they would be suspended from undertaking business travel until the issue was resolved.
- 12.3 During the discussion which ensued, a Member questioned how many of the Council's business users were under 25 years old and whether any of them were required to use a telematics box (also known as a black box) for insurance purposes as this could make it cheaper. In response, the Head of Finance and Asset Management explained that, in terms of age, he could not be absolutely sure but he would imagine the vast majority of such users would be over the age of 25. The cost of an individual's insurance was none of the Council's business as it was the individual employee who paid for the insurance so it was up to them whether or not they had a box fitted. In terms of the number of claims made against the Council none had been received in the past five years but the Council's new insurance provider had still requested that the arrangements be made to ensure the Council was in the best position possible.
- 12.4 There followed a brief discussion about why the Policy applied to Members. In response, the Borough Solicitor indicated that, if a Member was involved in an accident, but for some reason was inadequately insured, the Council could be pursued as being vicariously liable as the Councillor was travelling in order to conduct Council business. The Council was trying to protect its insurance provision by ensuring all checks were carried out and that no employees or Members were driving without valid insurance, MOT, road tax etc. Whilst everyone had individual responsibilities it was the case that an injured party would often see the Council, rather than the individual, as the better chance for financial recompense. A Member expressed the view that, because Councillors were not salaried, they were not classed as business users but instead were commuters; she felt the Policy was intrusive and unnecessary for Members in particular. However, upon being put to the vote, it was

- RESOLVED:**
1. That the Management of Occupational Road Risk Policy and guidelines be **APPROVED**.
 2. That authority be delegated to the Head of Finance and Asset Management to make minor amendments to the policy, if necessary, following Union consultation.

EX.13 CHURCHDOWN PLAY AREAS TRANSFER

- 13.1 The report of the Head of Finance and Asset Management, circulated at Pages No. 98-101, advised the Committee of the current situation regarding the transfer of play areas to Churchdown Parish Council. Members were asked to agree to withdraw the current offer to transfer Oakhurst and Shamrock play areas in Churchdown at nil cost along with the grant of £20,000 to maintain them.
- 13.2 The Head of Finance and Asset Management explained that, in April 2010, the Executive Committee had agreed to transfer, at nil value, three play areas in Churchdown in order to rationalise the Council's asset holdings and bring them in line with resource and capacity availability. In the seven years since that decision, one play area had been transferred to Churchdown Parish Council leaving the other two in Borough Council ownership. In that time, the Borough Council had managed and maintained the play areas. Given the lapse in time from that original decision, the current management arrangements, the current maintenance programme and the future anticipated expenditure on the sites, it was felt that the original terms of transfer on offer, including a grant of £10,000 per play area, did not represent the most efficient solution for the Borough Council. With this in mind reduced terms had been offered to the Parish Council but it had declined; it was therefore recommended that the offer to transfer the play areas be withdrawn.
- 13.3 A Member indicated that the play area in Shamrock Close, which was located at the rear of Coriander Drive in Churchdown, was quite large and in an appalling state - even surrounded by razor wire - and it really needed a lot of attention to bring it up to standard. She was aware that Churchdown Parish Council had already taken on other play areas from the Borough Council and they were all maintained to a very high standard. She felt it was a real shame that, in comparison, the play areas in the Borough Council's ownership did not appear to be maintained at all. In terms of the Shamrock Close play area, she felt, given its location in an area of deprivation in the Borough, it was unacceptable that it should be left in such an awful state. She understood there was an issue in that no sooner had the play area been checked than the equipment was broken again but she was of the view that this was even more reason to transfer it to the Parish Council, with the original grant of £10,000 per area, as it would be able to look after it more effectively. A number of Members agreed that it would be a mistake for the Council to hold onto the play areas given the high costs which were involved in maintaining them. Accordingly, it was proposed and seconded that the play areas at Oakhurst and Shamrock Close be transferred to Churchdown Parish Council with a grant of £20,000 to maintain them. The Head of Finance and Asset Management advised that the Shamrock Close play area had a number of issues with litter and flytipping. The equipment, whilst old, was monitored on a weekly basis and was up to the Royal Society for the Prevention of Accidents (RoSPA) standards. He felt that, if Members were minded to transfer the area, they may wish to include a timescale within which the transfer should take place.

13.4 A Member questioned the reason for the delay on the part of the Parish Council and, in response, the Head of Finance and Asset Management explained that there appeared to be delays in communication between the Parish Council's solicitors and the Borough Council. The process had been extremely frustrating for Officers and it was felt that it needed to be drawn to a conclusion one way or the other.

13.5 Having considered the information provided, and the subsequent discussion, it was

RESOLVED: That Officers continue negotiations with a view to transferring the play areas at Oakhurst and Shamrock Close, Churchdown to Churchdown Parish Council on the basis of the original offer made in 2010 with the proviso that negotiations be concluded by the end of December 2017.

EX.14 USE OF URGENCY POWERS - PROVISION OF WORKSHOP EQUIPMENT FOR MAINTAINING COUNCIL VEHICLE FLEET

14.1 The report of Head of Community Services, circulated at Pages No. 102-106, advised the Committee of an urgent decision made by the Chief Executive, in line with the powers delegated to him within the Council's Constitution, in respect of the purchase of workshop equipment for maintaining the Council's new vehicle fleet. Members were asked to note the information provided in respect of the decision.

14.2 The Head of Community Services explained that the Council had recently purchased a new fleet for the collection of waste and recycling etc. Unfortunately, during that procurement process, there had been no consideration or budgetary provision made for the replacement of the workshop. The decision of the Chief Executive had been made on an urgent basis as the equipment needed to be procured and installed prior to the arrival and operation of the new vehicle fleet.

14.3 During the discussion which ensued, Members raised some concerns with the way the contract the Council had with Ubico worked. In response, the Chief Executive explained that the Council paid for a service from Ubico and therefore it would always be meeting the costs of the collection of bins and grounds maintenance etc. This was confusing due to the fact that the Council was constantly increasing the number of houses it serviced due to development which in turn increased its costs to Ubico. He indicated that Members were due to have a seminar about Ubico during July and this would aim to cover a lot of the concerns that Councillors had expressed including the costs paid to Ubico; the differences in fleet sizes of the Member authorities; those decisions which were delegated and those that were not; and when, and on what basis, other partner authorities had joined Ubico. In terms of the report currently before the Committee, Members were asked to note the action that had been taken under the Council's urgency procedures; the Council had a large vehicle fleet and had to provide the tools and space needed to service those vehicles.

14.4 In response to a query regarding decisions on the waste collection service, the Chief Executive advised that many of those decisions were made by the Council rather than being delegated to Officers in consultation with Lead Members i.e. the contract with Ubico, the vehicle purchase and the additional funding for the purchase had all been Council decisions. In addition, performance was monitored by the Overview and Scrutiny Committee so there was a lot of Member oversight which he felt was helpful. In terms of the charges for the waste service, i.e. garden waste, those had been discussed at length with the Transform Working Group and the final decisions were made by the Council as part of the budget process. In respect of the role the Council played in Ubico, the Chief Executive explained that the Council had a seat on the Board which was fulfilled by the Deputy Chief

Executive and the Chief Executive was a shareholder. The Borough Council's role was slightly different to the other partner authorities because it did not have a Cabinet and therefore the Lead Members could not have delegated authority to make decisions on behalf of the Council. This was the role that the Chief Executive took – he did, however, do this in consultation with the Leader and Deputy Leader of the Council to ensure he had a mandate from the Council when he was at shareholder meetings.

14.5 Having considered the report and issues raised, it was

RESOLVED: That it be **NOTED** that the Chief Executive, in consultation with the Lead Members for Clean and Green Environment and Finance and Asset Management, used his urgency powers as allowed under the Constitution for the purposes of expending £44,420.60 for the purchase of workshop equipment.

EX.15 SEPARATE BUSINESS

15.1 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 12(A) of the Act.

EX.16 SEPARATE MINUTES

16.1 The separate Minutes of the meeting held on 26 April 2017, copies of which had been circulated, were approved as a correct record and signed by the Chair.

The meeting closed at 4:00 pm

EXECUTIVE COMMITTEE FORWARD PLAN 2016/17-2017/18

REGULAR ITEM:

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

<p><u>Addition to 12 July 2017</u></p> <ul style="list-style-type: none"> • Community Infrastructure Levy – Draft Charging Schedule. • Confidential Item: Disposal of Land at Lincoln Green Lane, Tewkesbury. • Confidential Item: Disposal of Garage Site at Back Lane, Winchcombe.
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Committee Date: 30 August 2017			
Agenda Item	Overview of Agenda Item	Lead Officer	Has agenda item previously been deferred? Details and date of deferment required
Financial Update – Quarter One 2017/18 Performance (Annual).	To consider the quarterly budget position.	Simon Dix, Head of Finance and Asset Management.	No.
Workforce Development Strategy.	To approve the Workforce Development Strategy.	Janet Martin, Human Resources Manager.	Yes deferred from 12 July 2017.
Council Tax, Housing Benefit and Council Tax Support Penalty and Prosecution Policy	To approve the updated Policy.	Simon Dix, Head of Finance and Asset Management.	No.
Confidential Item: Spring Gardens/Oldbury Road Regeneration.	To consider the information provided and agree a way forward.	Simon Dix, Head of Finance and Asset Management.	Yes deferred from 12 July 2017.
(To be considered in private because of the likely disclosure of exempt information as defined in Paragraph 3 of Part 1 of Schedule 12A to the Local Government Act 1972 – Information relating to the financial or business affairs of any particular person (including the authority holding that information)).			

Agenda Item 6

Committee Date: 11 October 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 One 2017/18 (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, Head of Corporate Services.	No.

Committee Date: 22 November 2017			
Agenda Item	Overview of Agenda Item	Lead Officer	Has agenda item previously been deferred? Details and date of deferment required
Financial Update – Quarter Two 2017/18 Performance (Annual).	To consider the quarterly budget position.	Simon Dix, Head of Finance and Asset Management.	No.
Housing Strategy Review Action Plan (Annual)	To approve the Housing Strategy Review Action Plan on an annual basis.	Paula Baker, Housing Services Manager.	No.
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.

Committee Date: 3 January 2018			
Agenda Item	Overview of Agenda Item	Lead Officer	Has agenda item previously been deferred? Details and date of deferment required
Performance Management Report – Quarter Two 2017/18 (Annual).	To receive and respond to the findings of the Overview and Scrutiny Committee's review of the quarter two performance management information.	Graeme Simpson, Head of Corporate Services.	No.

Committee Date: 31 January 2018			
Agenda Item	Overview of Agenda Item	Lead Officer	Has agenda item previously been deferred? Details and date of deferment required
Budget 2017/18 (Annual)	To recommend a budget for 2017/18 to the Council.	Simon Dix, Head of Finance and Asset Management.	No.
Financial Update – Quarter Three 2017/18 Performance (Annual).	To consider the quarterly budget position.	Simon Dix, Head of Finance and Asset Management.	No.
Data Protection Policy.	To approve the Council's Data Protection Policy.	Shirin Wotherspoon, Principal Solicitor.	No.

Committee Date: 14 March 2018			
Agenda Item	Overview of Agenda Item	Lead Officer	Has agenda item previously been deferred? Details and date of deferment required

Committee Date: 25 April 2018

Agenda Item	Overview of Agenda Item	Lead Officer	Has agenda item previously been deferred? Details and date of deferment required
Performance Management Report – Quarter Three 2017/18 (Annual).	To receive and respond to the findings of the Overview and Scrutiny Committee's review of the quarter three performance management information.	Graeme Simpson, Head of Corporate Services.	No.
Flood Risk Management Group Terms of Reference and Action Plan (Annual).	To undertake an annual review of the Terms of Reference of the Flood Risk Management Group and action plan.	Peter Tonge, Head of Community.	No.
Council Plan Update 2016/17 – Year Three (Annual).	To consider the Council Plan and make a recommendation to Council.	Graeme Simpson, Head of Corporate Services.	No.
High Level Service Plan Summaries (Annual).	To consider the key activities of each service grouping during 2017/18.	Graeme Simpson, Head of Corporate Services.	No.

TEWKESBURY BOROUGH COUNCIL

Report to:	Executive Committee
Date of Meeting:	12 July 2017
Subject:	Performance Management – Quarter 4 2016-17
Report of:	Councillor Phil Awford, Chair of Overview and Scrutiny Committee
Corporate Lead:	Mike Dawson, Chief Executive
Lead Members:	Councillor Mrs G F Blackwell
Number of Appendices:	Three

<p>Executive Summary:</p> <p>New Council Plan priorities (2016-2020) were approved by Council on 19 April 2016. Supporting the priorities is a set of objectives and actions. Progress in delivering the objectives and actions are reported through a Council Plan Performance Tracker (Appendix 1). The tracker is a combined document which also includes performance on a key set of performance indicators. This tracker is reported to Overview and Scrutiny Committee on a quarterly basis. The outcome of Overview and Scrutiny Committee review is then reported to Executive Committee by the Chair of Overview and Scrutiny.</p> <p>At Overview and Scrutiny Committee on 13 June 2017, consideration was given to the 2016/17 quarter four performance management information. The observations made by the Committee can be found in Appendix 1. The tracker document that was presented at Overview and Scrutiny Committee can be found in Appendix 2.</p>
<p>Recommendation:</p> <p>To review and, if appropriate, take action against the observations of the Overview and Scrutiny Committee resulting from its review of the 2016/17 quarter four performance management information.</p>
<p>Reasons for Recommendation:</p> <p>The Overview and Scrutiny Committee examines the work of the Executive Committee and hold it to account in order to help the Council achieve its priorities.</p>

<p>Resource Implications:</p> <p>None directly associated with this report.</p>
<p>Legal Implications:</p> <p>None directly associated with this report.</p>

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.

1.0 INTRODUCTION/BACKGROUND

- 1.1** New Council Plan priorities (2016-2020) were approved by Council on 19 April 2016. Supporting the priorities is a set of objectives and actions. Progress in delivering the objectives and actions are reported through a Council Plan Performance Tracker (Appendix 1). The tracker is a combined document which also includes performance on a key set of performance indicators. This tracker is reported to Overview and Scrutiny Committee on a quarterly basis, and the committee reviews and scrutinises the performance. The outcome is then reported to Executive Committee by the chair of Overview and Scrutiny Committee.
- 1.2** At Overview and Scrutiny Committee on 13 June 2017, consideration was given to the 2016/17 quarter four performance management information. The observations made by the Committee can be found in Appendix 1. The tracker document that was presented at Overview and Scrutiny Committee can be found in Appendix 2.

2.0 COUNCIL PLAN PERFORMANCE TRACKER

- 2.1** The Council Plan (2016-2020) has four priorities which contribute to the overall Council Plan vision "Tewkesbury Borough, a place where a good quality of life is open to all". The priorities are:
- Finance and Resources.
 - Economic Development.
 - Housing.
 - Customer Focused Services.

Each of the four 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 monitor delivery of each Council Plan action. The actions are reviewed and where appropriate refreshed on an annual basis.

- 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.

Grey – project has not yet commenced.

✓ – action complete or annual target achieved.

For monitoring of key performance indicators the following symbols are used:

↑ - PI is showing improved performance on previous year.

↔ - PI is on par with previous year performance.

↓ - PI is showing performance is not as good as previous year.

2.3 Key activities which have advanced since quarter three include;

- A Fees and Charges Strategy was approved at Executive Committee in April.
- Five year extension to Gloucestershire County Council's leases in our Public Services Centre.
- A new Economic Development and Tourism Strategy has been approved.
- New tourism signage in Tewkesbury has been installed.
- 249 new affordable homes have been built across the Borough – significantly more than our 150 target.
- An action plan to deal with our approach to enviro-crimes was approved by Overview and Scrutiny in May.
- A new £3.5m waste and recycling vehicle fleet has been procured – the vehicles are more efficient, able to collect more recyclables and are future-proofed for the growth of the Borough.

As this is the final performance report for this year, a list of 2016/17 achievement highlights can be found at Appendix 3.

2.4 Due to the complex nature of the actions being delivered, inevitably some may not progress as smoothly or quickly as envisaged. Actions with either a ☹ or ☺ are highlighted below: -

Action	Status and reason for status
Undertake a discretionary trade waste service to ensure it is operating on a viable commercial level.	☹ - The project is at data gathering stage and the intention is for the final report to be produced by the end of July. The target date has therefore been amended to reflect this.
Put in place a plan to regenerate Spring Gardens, following the opening of the new leisure centre.	☹ - A report will be presented to Executive Committee in August to confirm the change in direction of the project and the disposal of two sites located at Spring Gardens.
Roll out a programme of customer services training for staff across the Council	☹ Customer service training for all service areas is still planned but has not been achieved by the target date of 31 March. This was largely due to the responsible officer being utilised in the roll out of the new waste and recycling rounds. It is anticipated the training will be delivered in the late summer/early autumn.

Deliver phase two of the planning and environmental health service review.	⊕ New management arrangements are in place and new target dates have been introduced.
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3.0 KEY PERFORMANCE INDICATORS (KPIs)

3.1 The set of Key Performance Indicators (KPIs) 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 end of December 2016.

3.2 Of the 17 indicators with targets, their status as at the end of quarter 4 (quarter 3 figures in brackets) is :

⊖ (achievement of target is unlikely)	⊕ (on target)	⊖ (target likely to be achieved by the end of the year)
(3) 5	(13) 12	(1) 0

And in terms of the direction of travel i.e. performance compared to last year, the status for the 17 indicators are (quarter 3 figures in brackets) :

↑ (better performance than last year)	↓ (not as good as last year)	↔ (same as last year)
(13) 12	(2) 5	(2) 0

Note: the direction of travel for KPIs 9 (↔number of homeless applications presented), 10 (↓ number of homeless applications accepted), 12 (↑ number of homeless prevention cases), 27 (↓ number of antisocial behaviour incidents) and 28 (↑ number of crime incidents). There are no targets for these indicators.

3.3 Key indicators of interest include:

KPI 14 – processing minor planning applications. Performance is slightly improved from last year but significantly under target due to turnover of staff, in particular the departure of the North Team Leader and vacancies including a senior planning officer and 1.6 full-time equivalent planning officers.

KPI 20 – Number of enviro-crimes reported. Fly-tipping and dog fouling complaints are increasing, which resulted in the target not being achieved.

KPI 23 – Average number of days to process new benefit claims. While the target has not been achieved, the figures come in well below the national average of 21 days.

KPI 23 & 24 – processing of benefit claims and change of circumstances. Performance is not as good as 2015/16 but remains top quartile nationally.

KPI 29 – sickness absence. Short term sickness has worsened this quarter – but persistent cases are being actively managed.

KPI 30 – recycling. Waste to landfill is down by 600 tonnes, food and garden waste tonnage is up by 680 tonnes and recycling is up by 500 tonnes.

4.0 OTHER OPTIONS CONSIDERED

4.1 None.

5.0 CONSULTATION

5.1 None.

6.0 RELEVANT COUNCIL POLICIES/STRATEGIES

6.1 Council Plan 2016-20.

7.0 RELEVANT GOVERNMENT POLICIES

7.1 None directly.

8.0 RESOURCE IMPLICATIONS (Human/Property)

8.1 None directly.

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

9.1 Linked to individual Council Plan actions.

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

10.1 Linked to individual Council Plan actions.

11.0 RELATED DECISIONS AND ANY OTHER RELEVANT FACTS

11.1 Council Plan 2016 to 2020 approved by Council on 19 April 2016.

Background Papers: None.

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Appendices:

1. O&S Review and Observations of Q4 Performance Management Information.
2. 2016/17 Q4 Council Plan Performance Tracker.
3. 2016/17 Highlight Achievements.

Questions raised by Overview and Scrutiny Committee at meeting held on 13 June 2017	
Questions raised by Overview and Scrutiny Committee	Response from Officers
Performance Tracker:	
Priority: Finance and Resources	
Objective 3 – Action a) Develop a programme of commercial projects, including developing an entrepreneurial type culture for councillors and staff. A member noted that the comment should make it clear that the potential for a crematorium had been considered but not taken forward	The chief executive agreed that this should have been made clear and would be amended on the tracker.
Objective 4 – Action b) Deliver the council's asset plan. A member noted that the pedestrian access for the Railsmeadow car park and the Doctors Super Surgery had been completed which made him question how up-to-date the report was.	The head of finance and asset management advised that there were some areas where actions had moved on since the report had been written but this would inevitably be the case at times. It was anticipated that work will start on site to refurbish the Vineyards Play Area in July so that update had also changed now. All of the information was accurate at the time of writing the report
Priority: Economic Development	
P39 – Objective 2 – Action a) Produce an employment land review of sites within the borough. A member questioned whether the list of sites could be seen by councillors.	The head of development services explained that the employment land needs have been considered through the Joint Core Strategy and Borough Plan and this has included detailed work on understanding the need. The study will provide evidence and the sites will then be identified through the borough plan. There is a list available should members wish to see it.
P40 – Objective 3 – Action a) Produce a vision for the J9 area. A member questioned what was happening with the J9 area and what pieces of work were being commissioned.	<p>The head of development services advised that officers were trying to achieve an understanding of the future potential of the area, especially now that the Ministry of Defence plans for the Ashchurch Camp site have changed.</p> <p>There are currently three pieces of work ongoing, including what interventions could be used; a broad-brush visioning exercise which looked at the aspirations for the area; and masterplanning which looked at what could be achieved. These three pieces of work will help ensure the whole site is right as it was important for both the growth zone and the borough as a whole.</p>

	<p>In terms of the J10 bid, officers will continue to look at the options and will discuss how the potential to change the junction to an 'all ways' and how this could be achieved. In addition, potential development would be considered that may unlock the area.</p> <p>The Chief Executive advised that this work was continuing but, if funding for J10 was not received from the government, changes would most likely not be made. It was agreed that the explanation on the tracker could be made clearer and he undertook to ensure this was done.</p>
<p>Objective 4 – Action a) Put in place a plan to regenerate Spring Gardens following the opening of the new leisure centre. A member questioned what the change of direction was for the project and what context the report to Executive Committee would take.</p>	<p>The head of finance and asset management explained that originally the council had intended to develop the site itself; however, this was no longer a viable option. The report to the Executive Committee would ask members to confirm the position they wished to take going forward.</p>
<p>Objective 4 – Action b) Work with Tewkesbury Regeneration Partnership to progress projects that regenerate Tewkesbury Town. A member questioned what was meant by Multi-Modal Greenway.</p>	<p>The head of development services explained that this referred to walking and cycling links.</p>
<p>Priority: Housing</p>	
<p>Objective 3 – Action b) Work with partners, infrastructure providers and developers to progress the delivery of key sites. A Member questioned why the comment referred to housing at Longford when that site was nearly built out; he considered that it should instead refer to housing north of Gloucester.</p>	<p>The chief executive indicated that the growth deal bid related to Longford roundabout and he suspected this was why the reference to housing at Longford had been made; in fact the reference should be made to housing at Innsworth and this would be amended in future.</p>
<p>Objective 4 – Action c) Work in partnership to prevent residents becoming homeless. A member questioned how much of the district bid for Social Impact Bond monies came to Tewkesbury Borough.</p>	<p>The head of community services was unsure but would investigate and provide the information following the meeting.</p>
<p>KPI 15 – Percentage of 'minor' applications determined within 8 weeks or alternative period agreed with the applicant. A Member noted that performance had slightly improved but was still significantly over the target due to the turnover of staff and he questioned whether there was an underlying reason for the high staff turnover.</p>	<p>The head of development services explained that she had been working hard to fully staff the Planning team and currently it was 2.6 FTE posts down from a full team. Some of the posts had been vacant for a while so she was considering ways that recruitment could be improved.</p>

	<p>The chief executive advised that for some time local authorities had been in competition with private companies as there were many opportunities in the private sector which usually paid slightly more. Generally speaking there tended to be a lot of movement of staff in the planning world but more recently the council had been doing reasonably well at retaining and attracting new staff which is encouraging.</p> <p>Consideration is being given as to whether the planning service could run a similar model to that used by One Legal where it was staffed to a point that services could be sold outside the authority. In addition there may be opportunities for joint working with partners which could help resilience but this all needed to be considered very carefully.</p>
<p>Priority: Customer focused services</p>	
<p>Objective 2 – Action b) Roll out a programme of customer services training for staff across the Council. A member questioned how many members of staff were undertaking NVQ qualifications and whether they were internally or externally assessed.</p>	<p>The communications and policy manager explained that all staff undertaking NVQs were externally assessed. In terms of the Customer Services Team, it was not the whole team that had signed up but those that had done had achieved the qualification. In respect of customer services training, this would be provided for all frontline staff rather than just for those that were part of the Customer Services team.</p>
<p>Objective 3 – Action b) To let out the top floor of the Public Services Centre. A member noted that 'some interest' had been received in the top floor and he questioned what was meant by this.</p>	<p>The head of finance and asset management advised that he hoped to see a resolution to this soon. The agent had felt there were opportunities for letting; however, it had been on the market for two weeks and as yet no offers had been received. It was hoped that some interest would be received over the coming months and, in the meantime, officers are still exploring all opportunities.</p>
<p>Objective 4 – Action c) Work with partners to improve digital links between public services to make life simpler for customers. A member expressed the view that a revamp of the 'report it' forms was necessary, particularly regarding Ubico. He was aware of a particular problem which meant the system did not recognise some addresses and he questioned when the revamp would be happening.</p>	<p>The communications and policy manager advised that the online forms project was ongoing and was progressing well. Members would be asked to feed into the project and a workshop is being arranged. The manager was aware that there were a few postcodes in the Borough which did not match up; it was helpful to know of any particular issues as she can raise them with the project team.</p>

Key Performance Indicators for Priority: Customer Focussed Services	
<p>KPI 23 – Average number of days to process new benefit claims. A member asked whether the reduction in performance was a consequence of the restructure of the team and subsequent loss of staff.</p>	<p>The head of revenues and benefits advised that the performance for last year had not been as good as the previous year but it had remained in the top quartile nationally. He felt it important to bear in mind that the previous year's performance had been exceptional. 2016/17 performance had still been very good and the council remained the envy of many other local authorities in the country.</p> <p>The restructure of the team will have an impact going forward but the changes are being made with the implementation of Universal Credit in mind and that would take away quite a lot of the work which the council's team currently did; a reduction of 50% of claims overall. There were longer term concerns over growth in respect of new homes and the collection of Council Tax etc. so there would probably be a need to look at the 'shape' of the service again in the future.</p>
<p>KPI 29 – Average number of sick days per full time equivalent. A member questioned why the position regarding short term absence had worsened and whether this was the reason she found it hard to speak to members of staff within the building.</p>	<p>The head of corporate services recognised the sickness level was above the target and advised that there were a number of things being considered to try and address this e.g. a review of the Absence Management Policy; the introduction of a new HR system for the recording of absence; and an audit of the policy to ensure it was being operated correctly across the authority.</p>

Council Plan Performance Tracker and Key Performance Indicators 2016-17 Progress Report (Quarter 4)

Annex 6

Council Plan tracker actions/ KPI progress key:		KPI direction of travel key:	
😊	Action progressing well/ PI on or above target	↑	PI is showing improved performance on previous year
😐	Action has some issues/delay but not significant slippage/ PI below target but likely to achieve end of year target	↔	PI is on par with previous year performance
😞	Significant risk to not achieving the action or there has been significant slippage in the timetable, or performance is below target/ PI significantly below target and unlikely to achieve target	↓	PI is showing performance is not as good as previous year
	Project has not yet commenced/ date not available or required to report		
✓	Tracker action is complete or annual target achieved		

PRIORITY: FINANCE AND RESOURCES

Actions	Performance tracker and target date	Responsible Officer/Group	Progress to date	Comment
Objective 1. Start on the path to being financially independent of the government's core grants.				
a) Deliver the council's transformation programme.	1. Delivery of approved programme. Target date: March 2017	Corporate Leadership Team (CLT) Lead Member for Organisational Development	😊	Delivery is monitored by the Transform Working Group. There are a number of projects across the key themes of the programme which all have different delivery dates. Completed projects during the year include; new leisure centre, commercial property investment, new website, tree inspections, complaints framework, property help desk and procurement of new fleet. Significant projects in progress include the redesign of the Public Service Centre (incl Growth Hub), Spring gardens/Oldbury road regeneration, review of garden waste and cloud based technology.
b) Implement a Fees and Charges Strategy to maximise return in the medium term.	1. Approval of strategy. Target date: January 2017 April 2017	Head of Finance & Asset Management Lead Member	✓	Approved at Executive Committee in April 2017.

for Finance and Asset Management

PRIORITY: FINANCE AND RESOURCES

Actions	Performance tracker and target date	Responsible Officer/Group	Progress to date	Comment
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Objective 2. Maintain a low council tax.


<p>a) Produce a medium term strategy which ensures that council tax remains in the lowest quartile nationally.</p>	<p>1. Benchmark to confirm lowest quartile. Target date: December 2016</p>	<p>Head of Finance & Asset Management Lead Member for Finance and Asset Management</p>	<p>✓</p>	<p>Completed. MTFS approved at Executive Committee in November followed by Council in December. Approved MTFS includes a council tax strategy which ensures the council remains in the lower quartile nationally.</p>
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Objective 3. Investigate and take appropriate commercial opportunities.

<p>a) Develop a programme of commercial projects, including developing an entrepreneurial-type culture for councillors and staff.</p>	<p>1. Implement agreed programme. Target date: December 2016</p>	<p>Corporate Leadership Team (CLT) Lead Members for Organisational Development and Finance and Asset management</p>	<p>☺</p>	<p>Commercial workshop for members and senior managers has taken place. Further workshops were also carried out in September and October. The training was facilitated by Association for Public Service Excellence (APSE). The Commercialism programme will focus on the areas of activity where most benefit can be derived in the short term and includes property investment, trade waste and building control.</p>
	<p>2. Develop entrepreneurial culture. Target date: March 2017</p>			<p>The organisation has taken its first step in developing an entrepreneurial culture. (See above). A significant commercial property investment was approved by council supported with an investment strategy. Reviews into trade waste and building control are underway whilst the potential for housing development company and crematoria have been considered.</p>


PRIORITY: FINANCE AND RESOURCES

Actions	Performance tracker and target date	Responsible Officer/Group	Progress to date	Comment
Objective 3. Investigate and take appropriate commercial opportunities.				
b) Produce a business case alongside partner authorities for the formation of a housing development company.	1. Development of business case. Target date: December 2016	Head of Finance & Asset Management Lead Member for Finance and Asset Management	✓	An outline business case has been completed which highlighted the risks, barriers to delivery, future sustainability and relatively poor financial returns of the business model under scrutiny. Given this outcome, it has been decided not to take this forward at the current time. A formal project close out report will be prepared and presented to programme board and transform working group in March.
29 c) Undertake a review of the discretionary trade waste service to ensure it is operating on a viable commercial level.	1. Undertake and complete review. Target date: April 2017 July 2017	Head of Community Services Lead Member for Clean and Green Environment	☹	APSE has been commissioned by Ubico to carry out the review. The project scope and plan has been signed off. The project is at data gathering stage and the intention is for the final report to be produced by the end of July 2017.
Objective 4. Use our assets to provide maximum financial return.				
a) Ensure value-for-money procurement of a new waste and recycling fleet.	1. Deliver against project milestones Target date: April 2017	Head of community services Lead Member for Finance and Asset Management – Dave Waters	✓	The procurement is completed and vehicles have been received. The project came in within budget.

b) Deliver the council's asset plan.	1. Monitor delivery of asset plan. Target date: March 2017	Head of Finance & Asset Management Lead Member for Finance and Asset Management		Quarter four activity has included: <ul style="list-style-type: none"> • Appointment of Lambert Smith Hampton to support the Commercial Investment Strategy • Market rent review of Public Service Centre tenancies • 5 year extension to Gloucestershire County Council leases at the Public Service Centre • Approval of phase 2 refurbishment of the Public Service Centre • Stakeholder consultation to support the development of a design brief for PSC • Tender for works to refurbish the Vineyards play area • Extensive works to a homeless property in partnership with Stonham Housing • Completion of land disposal in Bishops Cleeve • Contract for lease agreed with Caravan Club in Tewkesbury • Tender for works to add easy pedestrian access between Railsmeadow car park and the Doctors Super Surgery in Tewkesbury • Commenced sale of Gazebo.
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Key performance indicators for priority: Finance and resources

KPI no.	KPI description	Outturn 2015-16	Target 2016-17	Outturn Q1 2016-17	Outturn Q2 2016-17	Outturn Q3 2016-17	Outturn Q4 2016-17	Direction of travel	Traffic light icon	Comment	Portfolio Lead / Head of service
1	Percentage of creditor payments paid within 30 days of receipt.	94.12%	94.00%	94.96%	94.40%	94.66%	94.74%	↑		Invoices are turned around by Finance within a matter of days. % has remained stable during the year.	Lead Member Finance and Asset Management/ Simon Dix

2	Outstanding sundry debt in excess of 12 months old.	£44,609	£50,000	£30,866	£17,774	£22,027	£33,566	↑	😊	One debt is for £10,973 and Legal have been involved with a resolution expected within a month. Another one for £8,154 is being actively pursued by Legal as well which leaves the underlying debt at £14,439.	Lead Member Finance and Asset Management/ Simon Dix
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PRIORITY: ECONOMIC DEVELOPMENT

Actions	Performance tracker and target date	Reporting Officer/Group	Progress to date	Comment
Objective 1. Be the primary growth engine of Gloucestershire's economy.				
a) Carry out an economic assessment within the borough.	1. Complete assessment Target date: October 2016	Head of Development Services Lead Member for Economic Development/Promotion	✓	Bruton Knowles has completed a draft economic assessment. This was presented at a Member Seminar in October 2016. The assessment will assist in developing the council's Economic Development and Tourism Strategy.
b) Produce, deliver and launch a new Economic Development and Tourism Strategy.	1. Approval of new strategy Target date: February 2017 June 2017	Head of Development Services Lead Member for Economic Development/Promotion	✓	The Economic Development and Tourism Strategy Working Group was formed to support the production of a new strategy. The strategy was presented to the O&S Committee on 2 May for consideration by the Executive Committee in June.

PRIORITY: ECONOMIC DEVELOPMENT

Actions	Performance tracker and target date	Reporting Officer/Group	Progress to date	Comment
Objective 2. Identify and deliver employment land within the borough.				
a) Produce an employment land review of sites within the borough.	1. Complete review Target date: 30 November 2016	Head of Development Services Lead Member for Economic Development/Promotion	✓	The Bruton Knowles report has provided an employment review of potential and available sites within the Borough. This is now complete and is being used to assess potential employment allocations in the emerging Tewkesbury Borough Plan.
b) Allocate and deliver employment land through the JCS and Tewkesbury Borough Plan.	1. Allocate and deliver through JCS Target date: Winter 2017	Head of Development Services Lead Member for the Built Environment	☺	Evidence has suggested a need to support delivery of a minimum of 192ha of B class employment land and 39,500 jobs over the plan period to 2031. Main Modifications to the JCS were approved by each Council in January/February 2017 and they were subsequently subject to public consultation which closed on 10th April 2017. All responses received are now to be reviewed by the Inspector who will conduct further public examination hearing sessions in June/July 2017. Following these hearing sessions it is anticipated that we will receive the Inspector's final report in Autumn 2017. Final adoption of the plan is targeted for Winter 2017.
	2. Allocate and deliver through borough plan Target date: Winter 2018			The JCS will set out the strategic employment needs and will also note that some of this need is to be met through the delivery of the Borough Plan. The Employment Land Review study provides the evidence about the potential for new and existing employment sites to meet this need. As part of the development of the next stage of the Borough Plan the potential employment sites are now being assessed to see if they would make sustainable allocations. This work is being undertaken in April and May 2017.

PRIORITY: ECONOMIC DEVELOPMENT

Actions	Performance tracker and target date	Reporting Officer/Group	Progress to date	Comment
Objective 3. Maximise the growth potential of the M5 junctions within the borough.				
a) Produce a vision for the J9 area.	1. Produce a vision Target date: March 2017 March 2018 (date change reported in Q3)	Head of Development Services Lead Member for Economic Development/Promotion	☺	Following the announcement from the MOD concerning the delayed release of the MOD site, officers, working with the J9 Member Reference Panel, have submitted a further bid to the HCA for Capacity Funding to help with the production of a Development Delivery Plan/Masterplan for the Ashchurch area. The Funding has been partially awarded and officers are seeking funding through alternative mechanism to support the work at this location. A visioning exercise has been commissioned and will commence in June and Masterplanning exercise is currently out to tender.
33 b) Work with our partners, including the JCS partners and the LEP, to promote the M5 Growth Zone.	1. Initiatives to promote growth zone Target date: Ongoing as part of County Strategic Economic Plan (ends 2022)	Head of Development Services Lead Member for Economic Development/Promotion	☺	The council has been successful with a funding application to the LEP to host a Growth Hub within the Public Services Centre. This will support local businesses and help promote the M5 Growth Zone. The M5 Growth Zone is also being considered through the J9 visioning work. A video promoting Tewkesbury, including the M5 Growth Zone, to businesses has also been launched.
c) Work with partners to build a case for an all-ways M5 junction 10.	1. Production of economic business case Target date: TBC	Head of Development Services Lead Member for Economic Development/Promotion		The LEP, in partnership with Gloucestershire County Council, Cheltenham Borough Council and TBC submitted a bid to the Large Local Major Transport Scheme fund in July 2016. Unfortunately, the bid was unsuccessful as the fund was massively overbid. However we are now working on other opportunities and exploring funding options and are in discussion with the Homes and Communities Agency to secure the funding required. The M5 J10 has been included as a priority within the draft Economic Development and Tourism Strategy.

PRIORITY: ECONOMIC DEVELOPMENT

Actions	Performance tracker and target date	Reporting Officer/Group	Progress to date	Comment
Objective 4. Deliver regeneration for Tewkesbury town.				
a) Put in place a plan to regenerate Spring Gardens, following the opening of the new leisure centre.	1. Regeneration plan Target date: April 2018	Head of Development Services/ Head of Finance & Asset Management Lead Member for Finance and Asset Management	☺	A member reference panel took place on 27 February which looked at the difficulties of landing the original plan, in particular the financial impact, and options for redevelopment including the sale of sites. Members were supportive of the disposal of two sites located at Spring Gardens within an overall development control framework. Whilst there remains a preference for the main retailer, members are aware of other possibilities and interest. It is proposed to take a report to August Executive Committee to confirm the change in direction of the project and the disposal of sites.
b) Work with Tewkesbury Regeneration Partnership to progress projects that regenerate Tewkesbury Town.	1. Delivery of projects Target date: 31 March 2017 (updates on live projects throughout the year) All projects have individual target dates some of which have not yet commenced but form part of the Tewkesbury Regeneration, ends in 2027.	Head of Development Services Lead Member for Economic Development/Promotion	☺	Current and proposed projects linked to the Tewkesbury Town Regeneration partnership (TTRP) are as follows: Heritage walks and interpretation, Public Realm, Marketing and Investment, Spring gardens and Bishops Walk, Back of Avon, River Avon Moorings, Multi-model Greenway, MAFF site and Healings Mill. In the last quarter: Heritage walks and interpretation - The text has been completed for the signage project for the three walks and the signs are now being manufactured. The signage has now been fully installed, there will be an official launch in June. In addition new work includes a prospectus and video promoting Tewkesbury to business to encourage inward investment. A riverside leaflet promoting pubs has also been produced.

Key performance indicators for priority: Economic development

KPI no.	KPI description	Outturn 2015-16	Target 2016-17	Outturn Q1 2016-17	Outturn Q2 2016-17	Outturn Q3 2016-17	Outturn Q4 2016-17	Direction of travel	Traffic light icon	Comment	Portfolio Lead / Head of service
3	Employment rate 16-64 year olds.	83.7%		84%						84% relates to 45,900 people within the borough. This is higher than the county rate of 79.9%.	Leader Member Economic Development/ Annette Roberts
4	Claimant unemployment rate.	1%		0.9%	1.0%	1.0%	1.0%			1.0% relates to 500 people within the borough. This rate is below with the county rate of 1.1% (Source: ONS Feb 2017)	Leader Member Economic Development/ Annette Roberts
35	5 Number of business births.	445 (2014 figure)				460 (2015 Figure)					Leader Member Economic Development/ Annette Roberts
	6 Number of business deaths	285 (2014 figure)				335 (2015 Figure)					
7	Number of visitors to Tewkesbury Tourist Information Centre (TIC)	31,485	31,000	10,094	13,685 (Q1- Q2: 23,779)	5,058 (Q1-3) 28,827)	3443 (Q1-Q4 32,270)	↑	😊		Leader Member Economic Development/ Annette Roberts
8	Number of visitors to Winchcombe Tourist Information Centre (TIC)	10,187	10,000	4,302	4,243 (Q1 & Q2: 8,545)	1,176 (Q1-3 9,721)	595 (Q1-Q4 10,316)	↑	😊		Leader Member Economic Development/ Annette Roberts

PRIORITY: HOUSING

Actions	Performance tracker and target date	Reporting Officer/Group	Progress to date	Comment
Objective 1. Increase the supply of suitable housing across the borough to support growth and meet the needs of our communities.				
a) Continue working with our partner councils to ensure the Joint Core Strategy is adopted.	1. Adoption of JCS Target date: Winter 2017	Head of Development Services Lead Member for the Built Environment	☺	Main Modifications to the JCS were approved by each Council in January/February 2017 and they were subsequently subject to public consultation which closed on 10th April 2017. All responses received are now to be reviewed by the Inspector who will conduct further public examination hearing sessions in June/July 2017. Following these hearing sessions it is anticipated that we will receive the Inspector's final report in Autumn 2017. Final adoption of the plan is targeted for Winter 2017.
b) Develop the Tewkesbury Borough Plan.	1. Adoption of Tewkesbury Borough Plan. Target date: Winter 2018	Head of Development Services Lead Member for the Built Environment	☺	The timetable is inextricably linked to the JCS. Focus has been on progressing the JCS and this has had the knock-on impact of delaying progress of the plan. A number of Neighbourhood Plans are also being progressed which require significant resource from the team. The Policy team, however, is now well underway in the development of a new draft of the plan which will include the preferred options for housing and employment allocations and an extensive suite of local policy guidance. This will require further evidence base studies to be commissioned to support the plan. It is intended to undertake public consultation on the next draft plan from September 2017.
c) Support Neighbourhood Development Plans across the borough where communities bring them forward.	1. Promotion of and number of plans supported Target date: end March 2017	Head of Development Services Lead Member for the Built Environment	☺	A further two plans have been designated making the total to 13 across 16 parishes. Winchcombe and Sudeley, and Highnam plans which were successful at referendum on 24 November 2016. Both plans were approved at Council on 24 January 2017. The Gotherington plan has just been through its examination with the examiner's report received in April 2017. This is now being progressed towards referendum. A number of other plans are advancing: Alderton, Ashchurch Rural, Churchdown and Innsworth, Down Hatherley, Norton and Twigworth, and Twyning. Two new areas have been designated recently: The Leigh and Stoke Orchard and Tredington.

PRIORITY: HOUSING

Actions	Performance tracker and target date	Reporting Officer/Group	Progress to date	Comment
Objective 1. Increase the supply of suitable housing across the borough to support growth and meet the needs of our communities.				
d) Utilise new tools available under the Housing and Planning Bill.	1. Identify and implement relevant tools Target date: December 2017 (Brownfield Register)	Head of Development Services Lead Member for the Built Environment	☺	Officers will continue to monitor new planning tools made available through the Planning Bill. In May 2015 the Bill achieved royal ascent and is now an act of parliament. Secondary legislation on the brownfield register and 'permission in principle' has come into effect in April 2017. This puts a requirement on Councils to publish a brownfield register by the end of 2017. The policy team already publish a brownfield register through the annual Assessment of Land Availability Process and has met this requirement. The 'permission in principle' applies to brownfield sites which are allocated – currently something that Tewkesbury Borough Council does not have. However, this may change through the Borough Plan.
Objective 2. Achieve a five year supply of land.				
a) Ensure adequate land is allocated within the Joint Core Strategy and Tewkesbury Borough Plan to meet housing needs.	1. Allocate adequate land Target date: Winter 2017	Head of Development Services Lead Member for the Built Environment	☺	The JCS is required to demonstrate how the housing requirement will be met and ensure that there is a five year supply of housing land. The JCS identifies larger Strategic Allocation sites that will contribute significantly to meeting these needs. However, the Tewkesbury Borough Plan (TBP) will also be required to allocate land for smaller-scale non-strategic growth at the Rural Service Centres, Service Villages and Tewkesbury town. The development of the TBP is closely linked to progress of the JCS and therefore delay to the JCS also has an impact on the timescales for this plan. However progress is well underway on the development of the next 'Preferred Options' stage of the plan. Consultation is targeted from September 2017
b) Continue to promote sustainable development throughout the borough.	1. Ways to promote sustainable development Target date: Winter 2017	Head of Development Services Lead Member for the Built Environment	☺	Through the JCS and TBP the strategy for growth and the identification of sustainable sites to deliver it will be identified. The plans will also provide general development management policies that, in accordance with the National Planning Policy Framework, will enable to ensure that any additional growth is delivered in a sustainable way and against the objectives of the plans.

PRIORITY: HOUSING

Actions	Performance tracker and target date	Reporting Officer/Group	Progress to date	Comment
Objective 3. Deliver the homes and necessary infrastructure to create new sustainable communities in key locations.				
a) Monitor annually the delivery of homes within the borough.	1. Annual monitoring mechanism Target date: July 2016	Head of Development Services Lead Member for the Built Environment	✓	The 2015/16 monitoring has now been completed and the report has been published onto the council's website in July 2016. Work to the 2016/17 annual report has commenced with monitoring of housing and employment sites underway through April and May 2017. The 2016/17 report will be published in July 2017.
b) Work with partners, infrastructure providers and developers to progress the delivery of key sites.	1. Identification and delivery of key sites Target date: March 2017	Head of Development Services Lead Member for the Built Environment	😊	Government Growth Deal Funding has been received to fund two programmes; infrastructure for a new Cyber Business Park in West Cheltenham and improvements to traffic flow and release of land for housing at Longford. The total amount of funding received is £26.53m

PRIORITY: HOUSING

Actions	Performance tracker and target date	Reporting Officer/Group	Progress to date	Comment
Objective 4. Deliver affordable homes to meet local need.				
a) Develop a new Housing and Homelessness Strategy for 2016-2020	1. Approval of strategy Target date: Jan 2017	Head of Community Services Lead Member for Health and Wellbeing	✓	Adopted at Council on 24 January 2017.

<p>b) Deliver 150 affordable homes each year.</p>	<p>1. Delivery of more than 150 homes Target date: 31 March 2017</p>	<p>Head of Community Services Lead Member for the Built Environment</p>	<p>✓</p>	<p>During this financial year 249 new affordable homes have been built across the Borough; Alderton, Bishop's Cleeve, Winchcombe, Gotherington, Stoke Orchard, Brockworth and Longford.</p> <p>The breakdown of tenures are:</p> <ul style="list-style-type: none"> • Social rent = 30 • Affordable rent = 97 • Shared ownership = 106 • Discounted Sale = 16 <p>82 (33%) of new affordable dwellings were built to the Lifetime Homes Standard and 89 (36%) were a higher energy efficiency standard than Building Regulations.</p> <p>(See KPI 13 for quarterly figures).</p>
<p>c) Work in partnership to prevent residents becoming homeless.</p> <p>39</p>	<p>1. Partnership working initiatives Target date: March 2017</p>	<p>Head of Community Services Lead Member for Health and Wellbeing</p>	<p>😊</p>	<p>We continue to work with partners. Examples are:</p> <ul style="list-style-type: none"> • Retendering of the Rough Sleeper Outreach contract was completed in February 2017 which was part of the newly formed district partnership with the Police and Crime Commissioner (PCC), Glos Clinical Commissioning Group and Glos County Council The partnership agreement was signed in December 2016 and the new provider is the P3 Organisation with effect from 1 January 2017 • Actively engaging in the peer reviews of our partner district homeless and prevention services. We also participated in a peer review of the services of South Gloucestershire in November 2016. This is part of our Gold peer review schedule and is scheduled for completion by June 2017. • Continue to work with our Registered Providers partners to find temporary accommodation within the borough. • Continue to work with the Financial Inclusion Partnership, including joint visits with Severn Vale Housing to tenants who are likely to be significantly affected by forthcoming welfare reform.

- Worked with the other districts in Gloucestershire in a successful countywide district bid for £990,000 SIB (social impact bond) funding. The fund is to provide personalised support for ≤ 99 entrenched rough sleepers in the county.

Key performance indicators for priority: Housing

KPI no.	KPI description	Outturn 2015-16	Target 2016-17	Outturn Q1 2016-17	Outturn Q2 2016-17	Outturn Q3 2016-17	Outturn Q4 2016-17	Direction of travel	Traffic light icon	Comment	Portfolio Lead / Head of service
9	Total number of homeless applications presented	111		28	31 (Q1 & Q2: 59)	30 (Cumulative 89)	30 (Cumulative 119)	↔		Similar number to previous quarters this year but a slight rise on previous financial year. This reflects the national rise in homelessness	Lead Member Health and Wellbeing/ Peter Tonge
40 10	Total number of homeless applications accepted	57		13	12 (Q1 & Q2: 25)	18 (Cumulative 43)	18 (cumulative 61)	↓		Homeless acceptances have remained higher than at the beginning of the financial year. This is likely to be as a result of welfare reform and mirrors national trends in homelessness.	Lead Member Health and Wellbeing/ Peter Tonge

11	Total number of active applications on the housing register	1887 972 – 1 bed 623 – 2 bed 208 -3 bed 71 – 4 bed 12 – 5 bed 1 – 6 bed		1924 1012–1 bed 630–2 bed 198–3 bed 74 – 4 bed 8 – 5 bed 2 – 6 bed	1931 1041 – 1 bed 610 – 2 bed 199 – 3 bed 70 – 4 bed 9 – 5 bed 2 – 6+ bed	2073 1115 – 1 bed 651 – 2 bed 216 – 3 bed 78 – 4 bed 11 – 5 bed 2 – 6 bed +	2196 1196 – 1 bed 668 – 2 bed 231 – 3 bed 83 – 4 bed 15 – 5 bed 3 – 6 bed +			The breakdown of bands is: Gold – 104 Silver – 583 Bronze – 1456 Emergency - 53	Lead Member Health and Wellbeing/ Peter Tonge
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Key performance indicators for priority: Housing

KPI no.	KPI description	Outturn 2015-16	Target 2016-17	Outturn Q1 2016-17	Outturn Q2 2016-17	Outturn Q3 2016-17	Outturn Q4 2016-17	Direction of travel	Traffic light icon	Comment	Portfolio Lead / Head of service
12	Total number of homeless prevention cases	172		54	36 (Q1 & Q2: 90)	44 (cumulative 134)	53 (cumulative 187)	↑		Homeless preventions have continued to rise this quarter. Our homeless prevention outcomes are the best annual figures recorded to date. Whilst homelessness is rising nationally, our activity has been successful in reducing impact within the borough.	Lead Member Health and Wellbeing/ Peter Tonge

13	Number of affordable homes delivered	229	150	78	28 (Q1 & Q2: 106)	51 (Q1-Q3: 157)	92 (Q1-Q4: 249)	↑	☺	Of homes delivered in quarter 4: Alderton (5), Bishop's Cleeve (41), Brockworth (10), Longford (20) and Stoke Orchard (16)	Lead Member Health and Wellbeing/ Peter Tonge
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Key performance indicators for priority: Housing

KPI no.	KPI description	Outturn 2015-16	Target 2016-17	Outturn Q1 2016-17	Outturn Q2 2016-17	Outturn Q3 2016-17	Outturn Q4 2016-17	Direction of travel	Traffic light icon	Comment	Portfolio Lead / Head of service
14	Percentage of 'major' applications determined within 13 weeks or alternative period agreed with the applicant.	87.50%	80%	58.82%	72.73%	80.56%	82.50%	↓	☺	Continued improvement throughout the year leading to target being exceeded.	Lead Member Built Environment/ Annette Roberts
15	Percentage of 'minor' applications determined within 8 weeks or alternative period agreed with the applicant.	70.11%	90%	76.67%	74.07%	73.86%	70.55%	↑	☹	Performance slightly improved from last year but significantly under target. Downturn in performance in Q4. Performance continues to be affected by the turnover of staff, Q4 being affected particularly by the departure of the North Team Leader, in addition to vacancies including the 1 senior planner and 1.6 fte planning officers. This is being partly covered	Lead Member Built Environment/ Annette Roberts

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										by a 0.8 fte planner.	
16	Percentage of 'other' applications determined within 8 weeks or alternative period agreed with the applicant.	79.13%	90%	85%	87.5%	90.06%	88.66%	↑	☹	Significant improvement on 2015/16 outturn. Small downturn in performance in Q4 which meant performance fell slightly below target. See 'minor' applications above.	Lead Member Built Environment/ Annette Roberts

PRIORITY: CUSTOMER FOCUSED SERVICES

Actions	Performance Tracker and target date	Reporting Line	Progress to date	Comment
Objective 1. Maintain and improve our culture of continuous service improvement.				
a) Deliver phase two of the planning and environmental health service reviews.	1. Completion of review Target date: Environmental Health: June 2017 -December 2018 Planning: end February 2017 September 2017	Head of Development Services/ Head of Community Services Lead Member for the Built Environment Lead Member for the Clean and Green Environment	☹	Environmental Health: There are new management arrangements in place with the Interim Environmental Health Manager secondment currently extended to end of June 2017. The secondment of a licensing officer has also been extended to June 2017. The phase 2 review has been programmed in to be completed this year and is currently in the planning phase. The review will incorporate the level of resource that the EH team needs to manage grounds maintenance and fleet. Planning: There are new management arrangements in place. Several improvements and changes to delivery of the service have been introduced and further work is underway through a strategic review of the service which focuses on customer service improvements

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b) Consider our approach to environmental crimes, with particular focus on fly-tipping and dog fouling.	1. Deliver different approach to environmental crimes Target date: April 2017 May 2017	Head of Community Services Lead Member for the Clean and Green Environment	✓	Action plan approved at O&S on 2 May 2017
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PRIORITY: CUSTOMER FOCUSED SERVICES

Actions	Performance Tracker and target date	Reporting Line	Progress to date	Comment
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Objective 2. Develop our customer service ethos to ensure that we deliver to the needs of residents.

44 a) Adopt and promote customer care standards to further improve the quality of service our residents receive.	1. Approval and role out Target date: March 2016	Head of Corporate Services Lead Member for Customer Focus	✓	Customer care standards have been adopted as part of the Customer Services Strategy. The strategy was approved at Executive Committee on 9 March 2016. The standards have been promoted and will continue to be as detailed within the new Customer Care action plan.
b) Roll out a programme of customer services training for staff across the council.	1. Roll out of training programme Target date: 31 March 2017 September 2017	Head of Corporate Services Lead Member for Customer Focus	☹	With regards to the customer services team, three members have achieved NVQ qualifications in Customer Service. As defined by the customer service standards, customer service is the responsibility of all. Customer service training for all service areas will take place during the first half of 2017/18. The feasibility of working towards an excellence award will also be looked at. Complaints handling training has taken place for operational managers.

Objective 3. Further expansion of the Public Services Centre (bring in other partners).

a) Work with partners to investigate the potential for a reception refurbishment and integrated customer services team.	1. Explore potential options Target date: March 2018	Head of Corporate Services Lead Member for Customer Focus	☺	The overall Public Services Centre refurbishment has been approved by Council. A sub project of this will be to look at the reception area to ensure it meets our customer needs, including the incorporation of the business hub. A project team to look specifically at the business hub and reception has been set up and reports directly to the main project team.
b) To let out the top floor of the Public Services Centre.	1. Let out and receive income Target date: March 2018	Head of Finance and Asset Management Lead Member for Finance and Asset Management	☺	The wider Public Services Centre refurbishment has now been approved by Council and includes a top floor refurbishment for rental purposes. Discussion with a partner to occupy the top floor has been positive and this should be concluded in early March. Letting agents have confirmed there is some interest in the top floor should the partner not be secured. It is anticipated that works will be concluded early in the New Year with tenants in place shortly afterwards.

PRIORITY: CUSTOMER FOCUSED SERVICES

Actions	Performance Tracker and target date	Reporting Line	Progress to date	Comment
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Objective 4. Improve and expand our partnership both public and private sector and explore opportunities to do this.

a) Continued delivery of the proposed One Legal expansion.	1. Delivery of project milestones Target date: March 2017	Corporate Leadership Team (CLT)/ Leader of the Council	✓	One Legal continues to explore and take up appropriate opportunities to expand its work and client base by delivering services to other public bodies. A business plan has been developed to set out the direction of travel for the service over the next three years.
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b) With partners, develop and implement a programme for financial inclusion.	1. Approval and roll out of programme Target date: 31 March 2017	Head of Revenues and Benefits Lead Member for the Community	✓	A financial inclusion partnership is now well established with attendance from all key partners. The main focus has been on the benefit cap and its impact. The work done on financial inclusion will form part of the CAB presentation to O&S on 13 June. A wider member seminar will be held on June 29 with a particular focus on the implementation of Universal Credit.
c) Work with partners to improve digital links between public services to make life simpler for customers.	1. Deliver digital initiatives Target date: March 2018	Head of Corporate Services Lead Member for Customer Focus	😊	'Join forces with our partners' is one of three key priorities in our Digital Strategy. Initiatives include <ul style="list-style-type: none"> • A skype pilot between customers at Bishops Cleeve library and the Revenues and Benefits team. • A revamp of the 'report it' on line forms is underway to improve client/contractor links with Ubico. • The reception re-design may open up potential digital opportunities between partners. • The introduction of Office 365 will also provide collaborative working opportunities. • The property services help desk is now accessible to all PSC partners

Actions	Performance Tracker and target date	Reporting Line	Progress to date	Comment
Objective 5. To improve customer access to our services and service delivery through digital methods.				
a) Develop and deliver a Digital Strategy.	1. Approval and delivery of strategy actions Target date: March 2018	Head of Corporate Services Lead Member for Customer Focus	😊	The Digital Strategy was approved at Executive Committee on 6 April 2016. The strategy is still at an early stage but actions delivered include the new website, property services help desk, ICT helpdesk, new complaints and FOI monitoring. Projects currently in progress include new HR system, electronic purchase order system, improvement in on line forms, Office 365 and garden waste.

b) Develop and roll out a new website to reflect our commitment to excellent online services.	1. Launch new website Target date: November 2017	Head of Corporate Services Lead Member for Customer Focus	✓	The new website went live on 30 November. Positive feedback continues to be received from officers, members and customers. The innovative approach has been reported in various national publications.
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Key performance indicators for priority: Customer focused services

KPI no.	KPI description	Outturn 2015-16	Target 2016-17	Outturn Q1 2016-17	Outturn Q2 2016-17	Outturn Q3 2016-17	Outturn Q4 2016-17	Direction of travel	Traffic light icon	Comment	Portfolio Lead / Head of service																														
17	Total enquiries logged by the Area Information Centre (AIC).	1708		499	428 (Q1& Q2: 927)	304 (cumulative: 1231)	364 (cumulative: 1595)			Enquiries received at the AIC's are as follows for Q1 – Q4: <table border="1" style="font-size: small;"> <tr> <td></td> <td>Q1</td> <td>Q2</td> <td>Q3</td> <td>Q4</td> </tr> <tr> <td>Bishops Cleeve:</td> <td>131</td> <td>85</td> <td>63</td> <td>84</td> </tr> <tr> <td>Brockworth:</td> <td>199</td> <td>204</td> <td>142</td> <td>126</td> </tr> <tr> <td>Churchdown:</td> <td>102</td> <td>83</td> <td>51</td> <td>83</td> </tr> <tr> <td>Winchcombe:</td> <td>67</td> <td>56</td> <td>48</td> <td>71</td> </tr> <tr> <td>Total:</td> <td>499</td> <td>428</td> <td>304</td> <td>364</td> </tr> </table>		Q1	Q2	Q3	Q4	Bishops Cleeve:	131	85	63	84	Brockworth:	199	204	142	126	Churchdown:	102	83	51	83	Winchcombe:	67	56	48	71	Total:	499	428	304	364	Lead Member Customer Focus/ Graeme Simpson
	Q1	Q2	Q3	Q4																																					
Bishops Cleeve:	131	85	63	84																																					
Brockworth:	199	204	142	126																																					
Churchdown:	102	83	51	83																																					
Winchcombe:	67	56	48	71																																					
Total:	499	428	304	364																																					

Key performance indicators for priority: Customer focused services

KPI no.	KPI description	Outturn 2015-16	Target 2016-17	Outturn Q1 2016-17	Outturn Q2 2016-17	Outturn Q3 2016-17	Outturn Q4 2016-17	Direction of travel	Traffic light icon	Comment	Portfolio Lead / Head of service
18	Total number of people assisted within the borough by Citizens Advice Bureau (CAB).	1363		370	360 (Q1 & Q2: 730)	309 (Q1-Q3: 1039)	333 (Q1-Q4: 1372)			Heaviest demand over the year has been: Brockworth, Churchdown St Johns, Cleeve St Michaels, Tewkesbury Priors Park and Northway. The five main areas where advice has been given include:	Lead Member Economic Development /Promotion / Annette Roberts

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										Benefits (30%) Debt (25%) Employment (10%) Relationships (8%) Housing (7%)	
19	Financial gain to clients resulting from CAB advice	£332,197		£92,585	£66,818 (Q1 & Q2: £159,403)	£141,271 (Q1-Q3: £300,674)	£90,043 (Q1-Q4: £390,717)			Over the year to date clients have benefitted from £390,717 of which, £308,526 represent increases in disposable incomes.	Lead Member Economic Development /Promotion / Annette Roberts

Key performance indicators for priority: Customer focused services

KPI no.	KPI description	Outturn 2015-16	Target 2016-17	Outturn Q1 2016-17	Outturn Q2 2016-17	Outturn Q3 2016-17	Outturn Q4 2016-17	Direction of travel	Traffic light icon	Comment	Portfolio Lead / Head of service
20	Number of reported enviro crimes	1314	1000	413	397 (Q1 & Q2: 810)	209 (cumulative 1030)	329 (cumulative 1359)	↓	☹	Alleged noise nuisance complaints remain steady. Abandoned vehicle investigations have decreased. It is hoped that numbers will remain at this level following the application of a filter check of taxation status of the vehicle. However, flytipping and dog fouling complaints are on the increase.	Lead Member Clean and Green Environment/ Peter Tonge

										Figures for Q4 being: noise (38), dog fouling(48), fly tipping (213), abandoned vehicles(30)	
21	Community Groups assisted with funding advice	N/A (new KPI)		80	65 (Q1 & Q2: 145)	155 (Q1-Q3: 300)	49 (Q1-Q4: 349)			Community groups assisted have received £177,861 (£544,269) worth of external grants and £6,396 (£243,136) worth of TBC community Grants. Cumulative figures since July 2015 in brackets.	Lead Member Economic Development /Promotion / Annette Roberts
49 22	Benefits caseload: a) Housing Benefit b) Council Tax Support	4,032 4,627		4,049 4,571	4,007 4,557	4,006 4,513	3974 4,552			Housing Benefit continues to fall and is now below 4,000 claims. Whilst Council Tax support has shown a rise over the third quarter it is still below the numbers shown in quarter one and two.	Lead Member Finance and Asset Management / Richard Horton

Key performance indicators for priority: Customer focused services

KPI no.	KPI description	Outturn 2015-16	Target 2016-17	Outturn Q1 2016-17	Outturn Q2 2016-17	Outturn Q3 2016-17	Outturn Q4 2016-17	Direction of travel	Traffic light icon	Comment	Portfolio Lead / Head of service
23	Average number of days to process new benefit claims	12.76	15.00	16.49	16.17	16.6	16.19	↓	☹	Whilst the overall number of days taken is higher than the previous year the figures come in well below the national average of 21 days.	Lead Member Finance and Asset Management / Richard Horton

24	Average number of days to process change in circumstances	5.22	10.00	6.48	6.47	6.79	5.30	↓	☺	Performance is well below the national average of 9 days.	Lead Member Finance and Asset Management / Richard Horton
25	Percentage of council tax collected	98.24%	98%	29.45%	57.44%	85.49%	98.24%	↑	☺	The performance has been achieved during a period of high growth in new homes. The Borough has had to collect an additional £2.78 million in Council Tax.	Lead Member Finance and Asset Management/ Richard Horton
26	Percentage of NNDR collected	99.24%	98%	32.01%	58.87%	84.96%	98.97%	↓	☺	Whilst there has been a small fall in collection over last year this is still a very good performance and well above the 98% target for Business rates. There was a considerable growth in rateable values as well as a big increase in rates to be collected of approximately £1.5 million.	Lead Member Finance and Asset Management/ Richard Horton

Key performance indicators for priority: Customer focused services

KPI no.	KPI description	Outturn 2015-16	Target 2016-17	Outturn Q1 2016-17	Outturn Q2 2016-17	Outturn Q3 2016-17	Outturn Q4 2016-17	Direction of travel	Traffic light icon	Comment	Portfolio Lead / Head of service
27	Number of anti-social behaviour incidents	2447		621	619 (Q1 & Q2: 1240)	679 (Q1-Q3: 1919)	524 (Q1-Q4: 2443)	↔		Incidents of ASB on a like for like comparison with the previous year.	Lead Member Community/ Peter Tonge
28	Number of overall crime incidents	3071		731	760 (Q1 & Q2: 1491)	771 (Q1-Q3: 2262)	808 (Q1-Q4: 3070)	↔		Incidents on a like for like comparison with the previous year.	Lead Member Community/ Peter Tonge
29	Average number of sick days per full time equivalent	8.74	7.00	2.56	1.5 (Q1 & Q2: 4.06)	1.85 (Q1-Q3: 5.91)	1.88 (Q1-Q4: 7.79)	↑	☹	Overall total working days lost has reduced by 11.5% (1,495 days to 1,323.5 in 16/17). FTE was stable across the year at 173. This is due to a fall in long term sickness levels.	Lead Member Organisational Development/ Graeme Simpson

Key performance indicators for priority: Customer focused services

KPI no.	KPI description	Outturn 2015-16	Target 2016-17	Outturn Q1 2016-17	Outturn Q2 2016-17	Outturn Q3 2016-17	Outturn Q4 2016-17	Direction of travel	Traffic light icon	Comment	Portfolio Lead / Head of service
30	Percentage of waste recycled or composted	50.68%	52%	54.76%	54.94%	54.69%	53.29%	↑	☺	Waste to landfill and rejected from the MRF, down by 600 tonnes Food and garden waste tonnage increase by 680	Lead Member Clean and Green Environment/ Peter Tonge

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											tonnes	
											Recycling up by 500 tonnes	

Key performance indicators for priority: Customer focused services

KPI no.	KPI description	Outturn 2015-16	Target 2016-17	Outturn Q1 2016-17	Outturn Q2 2016-17	Outturn Q3 2016-17	Outturn Q4 2016-17	Direction of travel	Traffic light icon	Comment	Portfolio Lead / Head of service
31	Residual household waste collected per property in kgs	427kg	430kg	109kg	105kg (Q1 & Q2: 214kg)	95.5kg (Q1-Q3: 309kg)	102kg (Q1-Q4: 411kg)	↑	☺	A reduction in waste to landfill and an increase in all materials recycled or composted is a good improvement to be worked on this year.	Lead Member Clean and Green Environment/ Peter Tonge
32	Food establishments in area broadly compliant with food hygiene regulations (%)	92.19%	93%	93.95%	92.36%	92.48%	93.36%	↑	☺		Lead Member Clean and Green Environment/ Peter Tonge

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Overview and Scrutiny

Our 2016/17 achievements



Priority: Finance and resources

- Since opening in May 2016, Tewkesbury Leisure Centre has transformed sports and leisure provision in Tewkesbury Borough as well as providing us with a management fee of £150k per year.
- Throughout this year we have made significant property investment of £14m which will provide an annual income of £430,000 and have created a commercial investment strategy to reflect our new commercial approach. This is supported by an additional £15m to increase our portfolio.
- The launch of our new website – www.tewkesbury.gov.uk – was delivered with exceptional value-for-money costing just £150 per year (compared to an annual cost of

£13,600) which is receiving national recognition. The new website is accessible on all devices, and is much easier for residents to navigate.

- The installation of solar panels is now saving £8000 off our electrical costs for 2016/17.
- We have procured a new £3.5million waste and recycling fleet. The vehicles are more efficient, will be able to collect more recyclables and are future-proofed for future growth in the borough.
- We have implemented a strategic management review which included the appointment of a new deputy chief executive and two new heads of service.
- Alongside the achievements highlighted within this State of the Borough, our council tax remains the fifth lowest in the country.

Priority: Economic Development

- An economic assessment and employment land review have been carried out to feed into the emerging Economic Development and Tourism strategy. The strategy will be launched in the spring.
- As a result of external funding LSIF (Large Sites Infrastructure Fund) a consultant has now been appointed to produce and help develop a vision for J9 of the M5.
- The council has been successful with a £377,000 funding application to the Local Enterprise Partnership (LEP) to host a Growth Hub within the Public Services Centre. This will support local businesses and help promote the M5 Growth Zone. The targeted implementation date for the growth hub is early 2018.
- Successful projects to regenerate Tewkesbury town include a new signage project throughout the town, a new website for Tewkesbury businesses and a new riverside walk, also known as the Missing Link.
- A new investment prospectus has been launched, which highlights why Tewkesbury Borough is a place to do business.

Priority: Housing

- The three Joint Core Strategy councils (Tewkesbury and Cheltenham Boroughs and Gloucester City) approved the Joint Core Strategy Main Modifications document. All responses from the consultations have been sent to the Inspector for consideration, and public examination hearings will be held in the summer.
- A particularly important area of infrastructure has been around highways, and a close partnership has developed between the JCS authorities, Gloucestershire County Council (GCC) and Highways England (HE) to find the right solutions for the road network in the area.
- The council continues to provide support to town and parish councils for the development of neighbourhood plans – there are now 13 plans in place across 16 parishes.
- A new Housing and Homelessness Strategy 2016 to 2020 was adopted in January 2017.

- We are delivering above target for affordable homes, with 197 new affordable homes delivered in 2016/17 (target: 150).
- We have worked with key partners, retendering the Rough Sleeper outreach contract which was part of the newly formed district partnership. Worked with other districts to secure SIB (Social Impact Bond) funding for personalised support for users of the County Single Homeless Project.
- We are continuing to work with our partners to prevent residents becoming homeless, and as part of this we undertake joint visits with Severn Vale Housing to tenants who are likely to be significantly affected by forthcoming welfare reform to maintain financial inclusion.

Priority: Customer-focused services

- Our Customer Care Standards were launched in March 2016. The aim is to ensure our customers receive consistently excellent customer service no matter which area of the council they are contacting.
- The Public Services Centre is now home to a wide range of public sector organisations, and a refurbishment of the reception area, civic suite and the top floor for rental purposes has been approved for completion in early 2018.
- A review of our garden waste system has commenced with the aim of improving the renewal and payment system by introducing a sticker licence system and a single renewal date.
- A new Digital Strategy was approved in March 2016, and key projects include the launch of our new website, the introduction of a new property services help-desk system, cloud based solutions including migrating to Office 365 and new tree inspection software.
- New complaints framework was rolled out as well as a new complaints and FOI system transforming the way these are dealt with internally.
- We continue to provide a £53,000 grant to the Citizens Advice Bureau helping them to provide support to over 1000 members of the community.
- We have maintained a rate of 54% of waste being recycled or composted throughout the year, a good improvement compared to 50% in 15/16.
- Following on from the review the revenues and benefits performance is monitored by the team on a regular basis and they continue to be in the top quartile nationally for the processing of claims.

TEWKESBURY BOROUGH COUNCIL

Report to:	Executive Committee
Date of Meeting:	12 July 2017
Subject:	Community Infrastructure Levy – Statement of Modifications
Report of:	Annette Roberts, Head of Development Services
Corporate Lead:	Robert Weaver, Deputy Chief Executive
Lead Member:	Lead Member for Built Environment
Number of Appendices:	One

Executive Summary:

The Community Infrastructure Levy (CIL) Draft Charging Schedule was submitted to the Planning Inspectorate in July 2016. Following changes to Strategic Allocations within the Joint Core Strategy, revisions are now required to the Draft Charging Schedule through the publication of a Proposed Statement of Modifications. This report seeks Council approval to undertake public consultation on the Proposed Statement of Modifications and approval to compile and submit responses received to the CIL Examiner for examination. Cheltenham Borough and Gloucester City Councils will also be consulting on their Proposed Statements of Modifications.

Recommendation:

That it be RECOMMENDED TO COUNCIL:

- 1) That the Community Infrastructure Levy Proposed Statement of Modifications at Appendix 1 be APPROVED for public consultation.
- 2) That authority be delegated to the Deputy Chief Executive, in consultation with the Lead Member for the Built Environment, to amend the Proposed Statement of Modifications at Appendix 1 and prepare any further statements of modification that may be required following the JCS hearings and/or any further viability assessments undertaken.
- 3) That the Deputy Chief Executive be authorised to agree the date of public consultation(s) with Cheltenham Borough and Gloucester City Councils.
- 4) That the Deputy Chief Executive, following the conclusion of the public consultation(s), be authorised to compile and submit responses received to the CIL Examiner for examination.

Reasons for Recommendation:

The development of a CIL Charging Schedule enables the Council to ensure that new development contributes proportionately to infrastructure provision whilst taking into account the need to strike an appropriate balance which does not threaten viability.

If the CIL Draft Charging Schedule were to go to the CIL Examiner unmodified it would not reflect the current state of the JCS and consultees would not have been able to have their say on the latest version of the schedule and the sites within it.

Resource Implications:

The cost of implementing CIL going forward has been estimated at £180,000 between the three Joint Core Strategy (JCS) authorities, to be shared equally between the three Joint Core Strategy (JCS) authorities. Tewkesbury's contribution will cover the following requirements:

Staffing costs £30,000; and

IT system for the administration and management of CIL £30,000.

The CIL Regulations provide for Charging Authorities to recover their administrative costs from CIL income, up to a total of 5% of the annual CIL income. In addition, before adoption set up costs can be included in this recovery. As the CIL income in the first few years most likely will be variable, the 5% is averaged over the remaining time of the first year from implementation, plus the next full three years. The fourth year therefore, it the first year where the 5% administrative costs will be an 'annual amount'.

The anticipated CIL income over the first three years between the JCS authorities is in the region of £13 million.

Legal Implications:

The formal procedure for the setting and adoption of CIL charges is set out in Part 11 of the Planning Act 2008 and the Community Infrastructure Regulations 2010 (the requirements of which, so far as they relate to the drafting of the charging schedule, are known collectively as "the drafting requirements").

Under the drafting requirements, a Charging Authority (the local planning authority) which proposes to charge CIL must, after having prepared and consulted upon a Preliminary Draft Charging Schedule, prepare a Draft Charging Schedule (DCS) and then formally publish the DCS together with the appropriate available evidence on infrastructure costs, other funding sources and economic viability for consultation for a minimum period of four weeks.

After the close of the consultation process, the Charging Authority must then submit the DCS for public examination before an independent person.

There is a "Statement of Modifications" process available in respect of amending a DCS prior to submission to examination and the process is also utilised in respect of proposed modifications to a DCS subsequent to submission. The statement of modifications must be sent to each of the consultation bodies that were invited to make representations on the Preliminary Draft Charging Schedule and must be published on the local planning authority's website. Substantive changes should be avoided, unless they have been sufficiently consulted upon; with Charging Authority's taking steps they consider necessary to inform people who were invited to make representations on the DCS that the statement of modifications has been published.

Anyone who makes representations about a DCS can, if that person so requests at the time of making a representation on the DCS, be heard by the examiner. Similarly, a period of four weeks is to be available for any person to make representations and requests to be heard on any published modifications. The examination will consider whether the drafting requirements have been complied with, including whether there has been due regard to the actual and expected costs of infrastructure, economic viability of development and other actual and expected sources of funding for infrastructure.

Risk Management Implications:

Failure to develop a CIL Charging Schedule would reduce the Council's ability to ensure that new development contributes proportionately to infrastructure provision in the longer term. The Council will also continue to utilise Section 106 Agreements to secure appropriate infrastructure contributions, where appropriate.

Failure to adopt a CIL in the longer term means that the Council could be disadvantaged by the changes to Section 106 which took effect on 6 April 2015, which limit the pooling of contributions for the infrastructure needed to support new development, and could result in a significant loss of contributions towards infrastructure until such time as a CIL is adopted.

Performance Management Follow-up:

Monitoring reports will be provided through the quarterly Performance Tracker.

Once in place, CIL will be required to be closely monitored and the Charging Schedule kept under review, ensuring that levy charges remain appropriate over time.

Environmental Implications:

Poor-quality infrastructure – owing to underfunding or resource constraints - will not assist in mitigating the effects of climate change and may exacerbate existing problems. For example, under-provision of transport infrastructure may increase congestion and exhaust emissions. The development of the CIL would take into account the three dimensions of sustainable development set out in the National Planning Policy Framework (NPPF):

- An economic role – contributing to building a strong, responsive and competitive economy.
- A social role – supporting strong, vibrant and healthy communities.
- An environmental role – contributing to protecting and enhancing our natural, built and historic environment.

1.0 INTRODUCTION/BACKGROUND

1.1 The Joint Core Strategy (JCS) authorities (Tewkesbury, Cheltenham and Gloucester) have been working towards adopting CIL alongside the JCS. The Community Infrastructure Levy (CIL) will allow the Councils to raise funds from developers undertaking new developments to fund a wide range of infrastructure that is needed to support new development such as road improvements and schools. As almost all development has some impact on the need for infrastructure, services and amenities CIL is a more effective, quicker and fairer system to fund new infrastructure. CIL will replace the majority of Section 106 Planning Obligations however; Section 106 will still be used to deliver affordable housing provision and site-specific mitigation measures. For Strategic Allocations, the majority of required infrastructure will still be funded through Section 106 Planning Obligations process.

1.2 The proposed CIL rates are set out within the Draft CIL Charging Schedule which was submitted to the Planning Inspectorate for Examination on 29 July 2016. The CIL charges are set out within each authority's CIL Drafting Charging Schedule, which provides details on the CIL charges for different types of development. An independent Planning Inspector has been appointed to preside over the Examination into the CIL Charging Schedule; this is the same Inspector who is dealing with the Joint Core Strategy (JCS). The CIL Hearings will take place sometime after the JCS Hearings.

2.0 AMENDMENTS REQUIRED FOLLOWING THE JCS HEARINGS

2.1 Following the hearings on the JCS in 2016, the Planning Inspector published an Interim Report. This report set out that in order for the JCS to be found sound further work was required and a number of recommendations were made. This included:

- increasing the level of housing provision from 30,500 to 35,175; and
- the deletion of the North Churchdown and Leckhampton strategic allocations from the plan.

In October 2016, it was confirmed that the majority of MOD Ashchurch would no longer be available for development for at least the next ten years.

2.2 With the removal of these three sites as strategic allocations and the increase in the required housing provision the following sites have been added as strategic allocations within the Proposed Main Modifications JCS. These are:

- West Cheltenham;
- Twigworth; and
- Winnycroft.

2.3 Winnycroft was previously included as a site for housing development but through the Gloucester City Local Plan but was not previously a strategic allocation.

2.4 These additional sites had not been assessed in terms of the level of infrastructure required, their viability or their ability to pay a CIL charge in the Draft Charging Schedules that were submitted to the CIL Examiner, with those Draft Charging Schedules having reflected the strategic allocations as existing prior to the Proposed Main Modifications JCS.

2.5 The JCS authorities have commissioned Peter Brett Associates (PBA) to complete a viability study on these additional sites in consultation with developers and these (save in respect of Winnycroft, which is currently in hand) are available on the JCS website. Appendix 1 indicates the potential CIL rate applied to all Strategic Allocations and anticipated affordable housing provision based on JCS requirements.

3.0 PROPOSED MODIFICATIONS TO THE DRAFT CIL CHARGING SCHEDULES

3.1 Given the changes to the JCS strategic allocations, the Draft CIL Charging Schedules for each JCS Authority require amending before an Examination can take place. The JCS authorities have received legal advice setting out that the most appropriate way forward is to produce a 'Statement of Modifications' to each Draft Charging Schedule before the examination and to consult on these statements for a period of four weeks. The statement contained within Appendix 1, sets out the following modifications:

- (a) The addition/deletion of strategic allocations as recommended by the JCS Inspector.

- (b) The inclusion of maps showing the boundaries of Strategic Allocations (as required by the CIL Regulations).
- (c) A section setting out how the CIL charge will be calculated (as required by the CIL Regulations).

4.0 NEXT STEPS

4.1 Once the three Councils have each approved the Statement of Modifications for their respective Draft Charging Schedules the proposed timetable is as follows:-

- Consultation for 4 weeks commencing – late July/early August 2017.
- Examination – anticipated October 2017.
- Adoption – January 2018.

5.0 IMPLEMENTATION AND RESOURCING

5.1 In order to implement CIL, the JCS authorities will be required to implement a system for the collection and administration of CIL to include the recruitment of two Officers to manage CIL and S106 Planning Obligations, the financial costs associated with this are estimated to equate to £60,000 for each authority.

5.2 The CIL Regulations allow Councils to claw back reasonable costs in preparing and implementing CIL, by allowing them to reclaim 5% of the total CIL revenue for the first three years that CIL is levied. In addition to this, the CIL Regulations make provision for Councils to use up to 5% of each year's CIL revenue to offset the CIL administrative costs of charging a CIL for that year which will be used to cover the additional staff costs for the collection and administration of CIL. This covers the years following the initial three year period and can continue to be recovered for as long as the CIL is being charged.

5.3 In considering the relative costs of preparing CIL, it should be noted that they will have to be borne up front; the retrieval of these costs will only be realised once the CIL Schedule is implemented. Therefore the JCS authorities will have to bear the costs of preparation before any costs can be clawed back.

5.4 The JCS Authorities projections for CIL income is in the region of £13 million in the first three years and therefore the additional cost of a new system and additional staff resources should be able to be retrieved during that period.

6.0 OTHER OPTIONS CONSIDERED

6.1 At the early stages of considering CIL, an option not to implement CIL and continue to rely only on negotiations of S106 was investigated. However, the restrictions put in place which limit the ability to pool receipts from S106, would be likely to result in loss of resources to fund identified infrastructure needs. The use of CIL would address this loss of resources towards the funding gap for future infrastructure.

7.0 CONSULTATION

7.1 Public consultation took place on a Preliminary Draft Charing Schedule from 29 May to 10 July 2015. Comments received have fed into the Draft Charging Schedule. A consultation took place on the Draft Charging Schedule from 13 May 2016 to 24 June 2016. A workshop with the development industry has also taken place.

8.0 RELEVANT COUNCIL POLICIES/STRATEGIES

- 8.1** Pre-Submission Joint Core Strategy.
Proposed Main Modifications Joint Core Strategy.

9.0 RELEVANT GOVERNMENT POLICIES

- 9.1** Planning Act 2008.
CIL Regulations 2010.
National Planning Practice Guidance – Community Infrastructure Levy.

10.0 RESOURCE IMPLICATIONS (Human/Property)

- 10.1** Officer time in considering the issues raised as part of the CIL procedures.
- 10.2** No direct implications, but property colleagues will need to be aware of the potential introduction of the Community Infrastructure Levy described in this report.

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

- 11.1** The overall purpose of the Community Infrastructure Levy (CIL) is *“to ensure that costs incurred in supporting the development of an area can be funded (wholly or partly) by owners or developers of land in a way that does not make development of the area economically unviable”*.

The development of the CIL would take into account the three dimensions of sustainable development set out in the National Planning Policy Framework (NPPF):

- An economic role – contributing to building a strong, responsive and competitive economy.
- A social role – supporting strong, vibrant and healthy communities.
- An environmental role – contributing to protecting and enhancing our natural, built and historic environment.

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** 14 April 2015 Council decision to approve CIL Preliminary Draft Charging Schedule for consultation.
19 April 2016 Council decision to approve CIL Draft Charging Schedule for publication and submission to examination.

Background Papers: None.

Contact Officer: Jonathan Dibble, Joint Core Strategy Programme Manager.

Appendices: One – CIL Proposed Statement of Modifications and Maps.

Tewkesbury Borough Council Community Infrastructure Levy (CIL) Draft Charging Schedule: Proposed Modifications

Changes are highlighted in **bold** with ~~strike-through~~ indicating deletions and underline indicating additions.

Modifications					
	Document Reference/Page/Para Number	Modification			Reason for Modification
MOD 1	CIL Draft Charging Schedule – Table 1.2	Delete the following rows from Table 1.2:			Required changes following the Inspector’s findings in the JCS Interim Report
			Recommended CIL	Recommended Affordable Housing (AH)	
	Strategic Sites	A2 North Churchdown	£35	35%	
		A6 Leckhampton	£35	35%	
		A8a MOD Ashchurch	£0	35%	
		A8b MOD Ashchurch	£35	35%	
MOD 2	CIL Draft Charging Schedule – Table 1.2	Add a new row in Table 1.2:			Required changes following the Inspector’s findings in the JCS Interim Report
			Recommended CIL	Recommended Affordable Housing (AH)	
	Strategic Sites	<u>B2 Twigworth</u>	<u>£35</u>	<u>35%</u>	
MOD 3	CIL Draft Charging Schedule – New	Add new section:			To ensure compliance with the Regulations and

	section to be added after para 1.7.1	<p><u>Calculating the CIL Chargeable Amount</u></p> <p><u>CIL charges will be calculated in accordance with Regulation 40 of the Community Infrastructure Levy Regulations 2010 as amended.</u></p> <p><u>The Community Infrastructure Levy is generally chargeable on the net increase in gross internal floor space of all new development, except:</u></p> <ul style="list-style-type: none"> • <u>Minor development: that is buildings or extensions where the gross internal area of new build is less than 100m², other than where the development will comprise one or more new dwellings (in which case the new dwellings will constitute ‘Chargeable Development’, irrespective of their size);</u> • <u>Where the CIL chargeable amount is calculated to be less than £50;</u> • <u>Where the development is of buildings into which people do not normally go, or which they go only intermittently for the purpose of inspecting or maintaining fixed plant or machinery;</u> • <u>Where the development is exempt under Part 6 of the CIL Regulations (as amended); or</u> • <u>Where Tewkesbury Borough Council as ‘Charging Authority’ has in this schedule applied a £0m² rate, based on viability evidence, therefore not levying a charge on that intended development due to its use, location or size.</u> <p><u>All CIL Liability will be index linked to the Building Cost Information Service (BCIS) All-in Tender Price Index or any other Price Index in accordance with the CIL Regulations (Regulation 40).</u></p> <p><u>As set out in the Regulations, the calculation of the chargeable amount is based on gross internal area (GIA). The definition of gross internal area is not specified in the Regulations; however, the generally accepted method of calculation is the RICS Code of Measuring Practice (6th edition, 2007).</u></p>	relevant CIL legislation.
MOD 4	CIL Draft Charging Schedule - Appendix	<p>Addition of ‘<u>Appendix C – Strategic Allocation Boundaries</u>’</p> <p><u>In accordance with Regulation 12 of the Community Infrastructure Levy Regulations 2010 (as amended), the following maps identify the location and boundaries of the Strategic Allocations identified within the JCS.</u></p>	To ensure compliance with the Regulations and relevant CIL legislation.

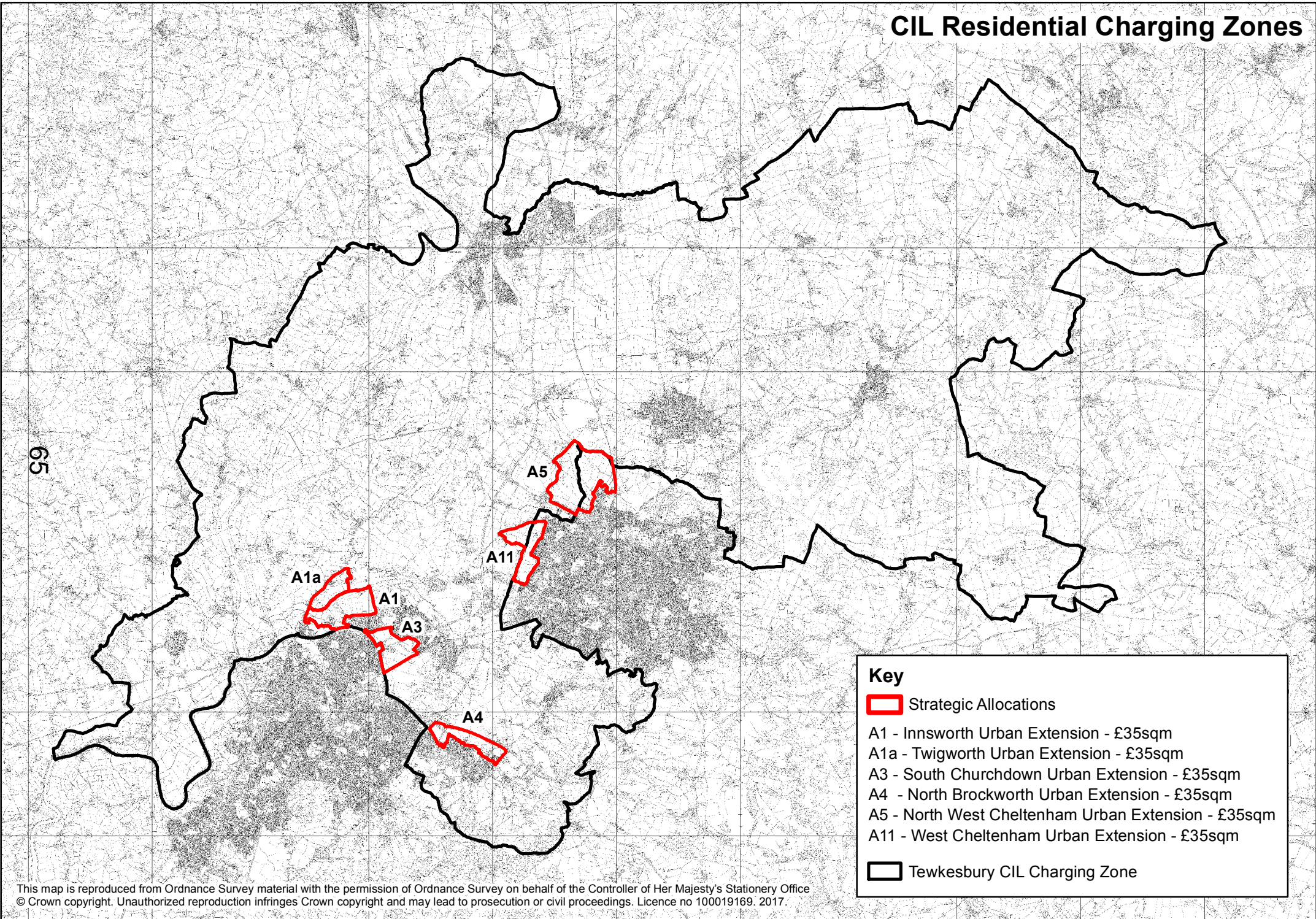
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A request to be heard by the examiner on the above proposed modifications may be made to the Cheltenham Borough Council by email or post.



Email: cil@gct-jcs.org

Post: JCS Community Infrastructure Levy Team, Municipal Offices, Cheltenham, Gloucestershire, GL50 9SA

CIL Residential Charging Zones



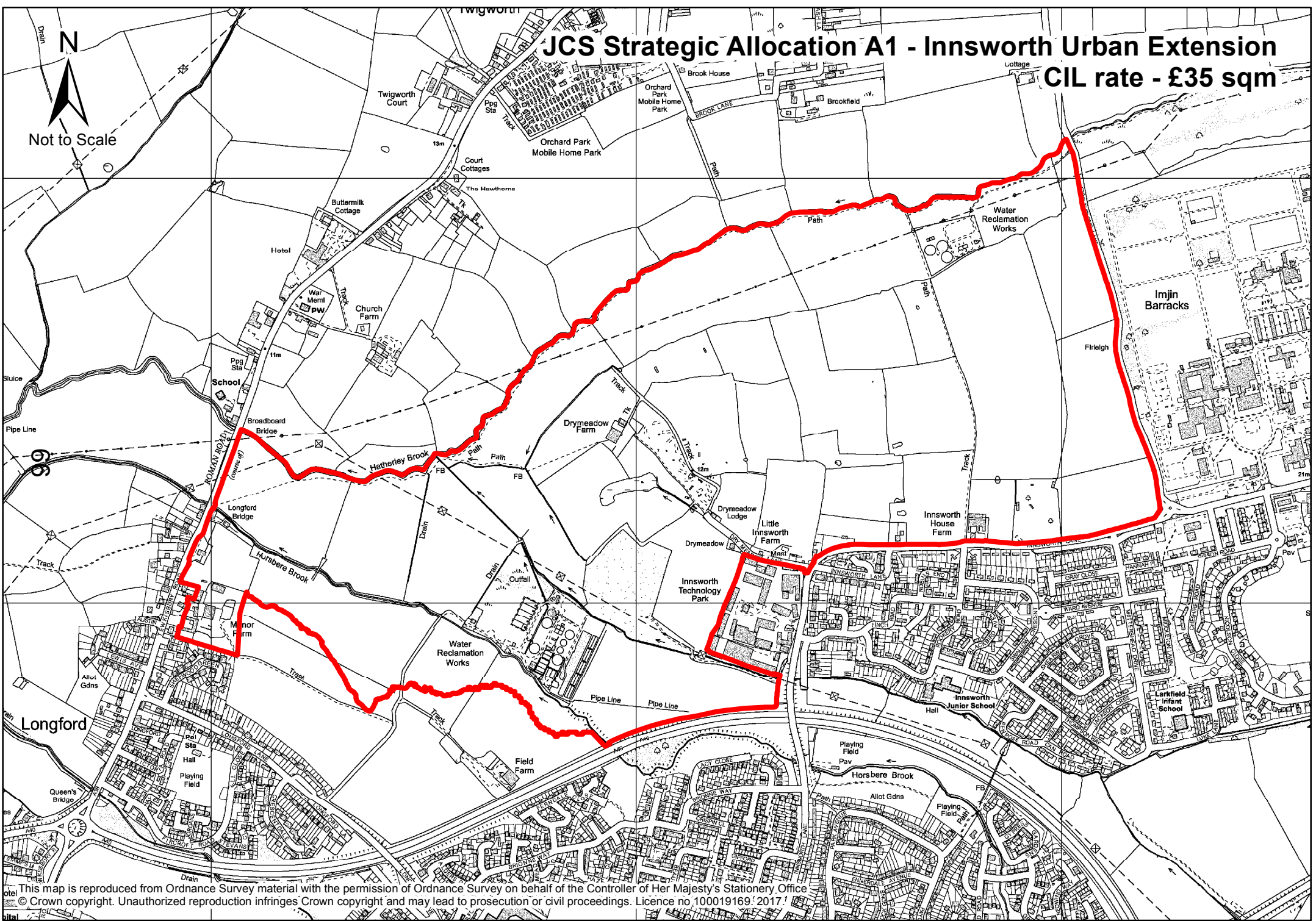
Key

-  Strategic Allocations
- A1 - Innsworth Urban Extension - £35sqm
- A1a - Twigworth Urban Extension - £35sqm
- A3 - South Churchdown Urban Extension - £35sqm
- A4 - North Brockworth Urban Extension - £35sqm
- A5 - North West Cheltenham Urban Extension - £35sqm
- A11 - West Cheltenham Urban Extension - £35sqm
-  Tewkesbury CIL Charging Zone

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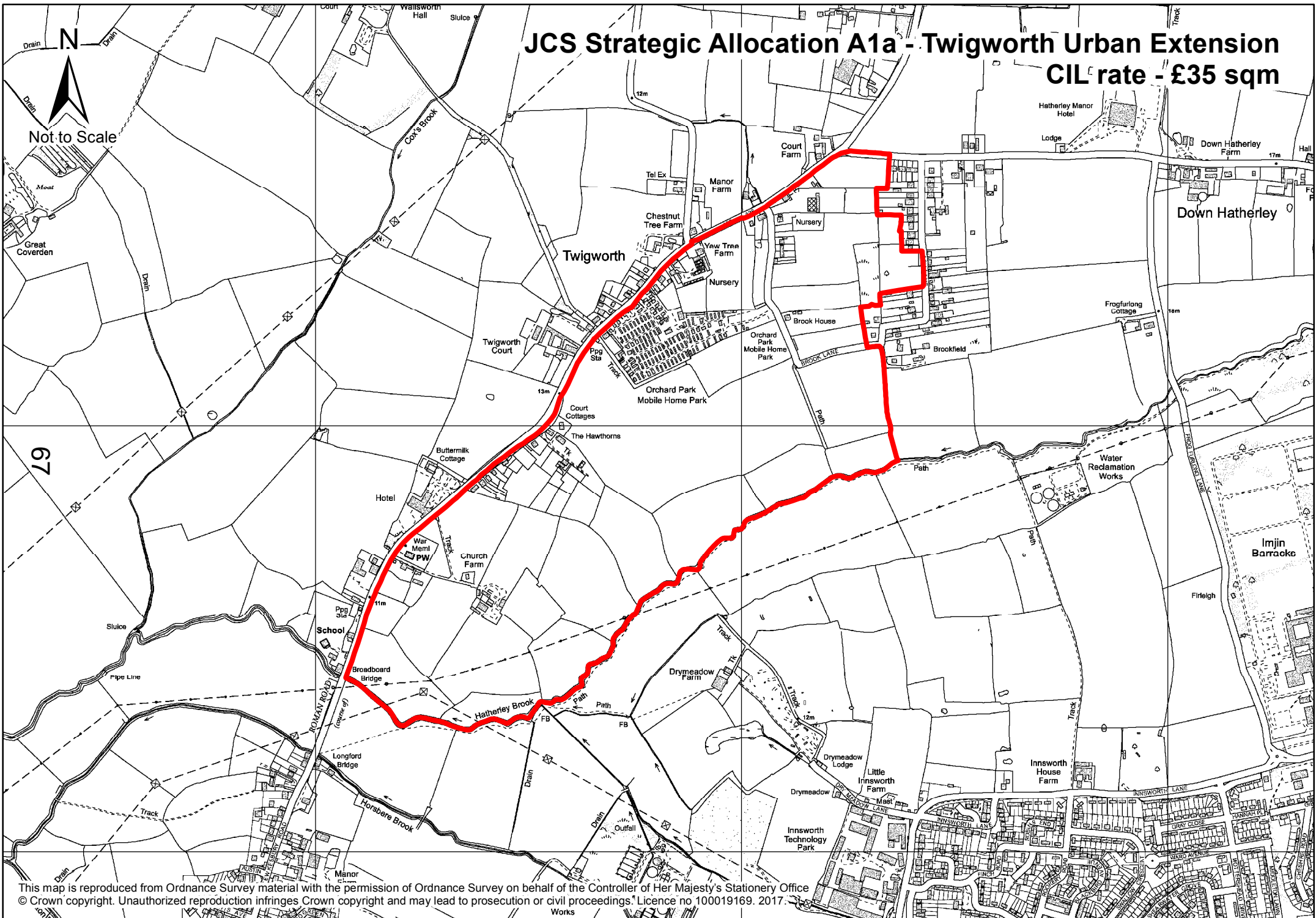
JCS Strategic Allocation A1 - Innsworth Urban Extension

CIL rate - £35 sqm



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JCS Strategic Allocation A1a - Twigworth Urban Extension CIL rate - £35 sqm

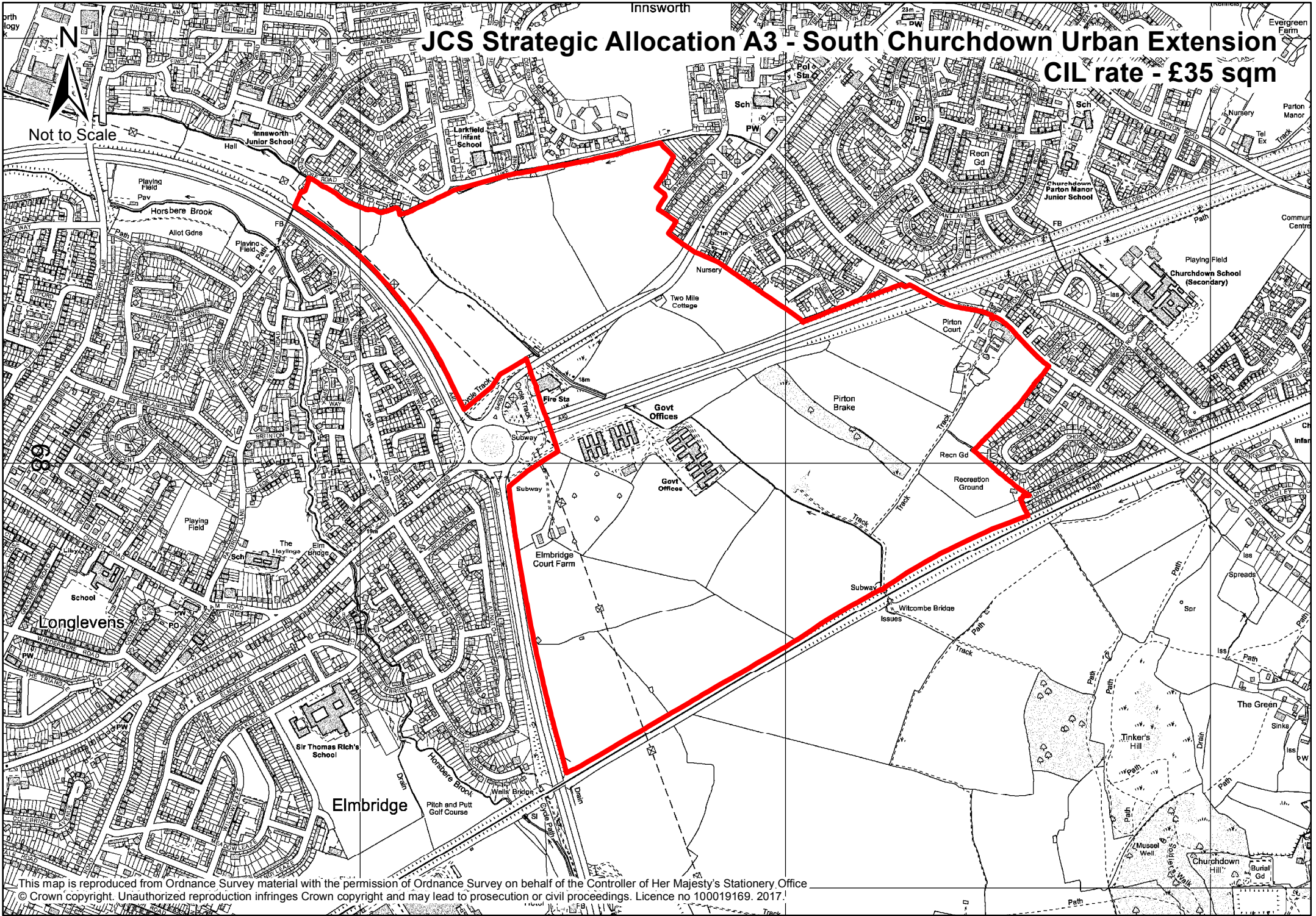


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JCS Strategic Allocation A3 - South Churchdown Urban Extension

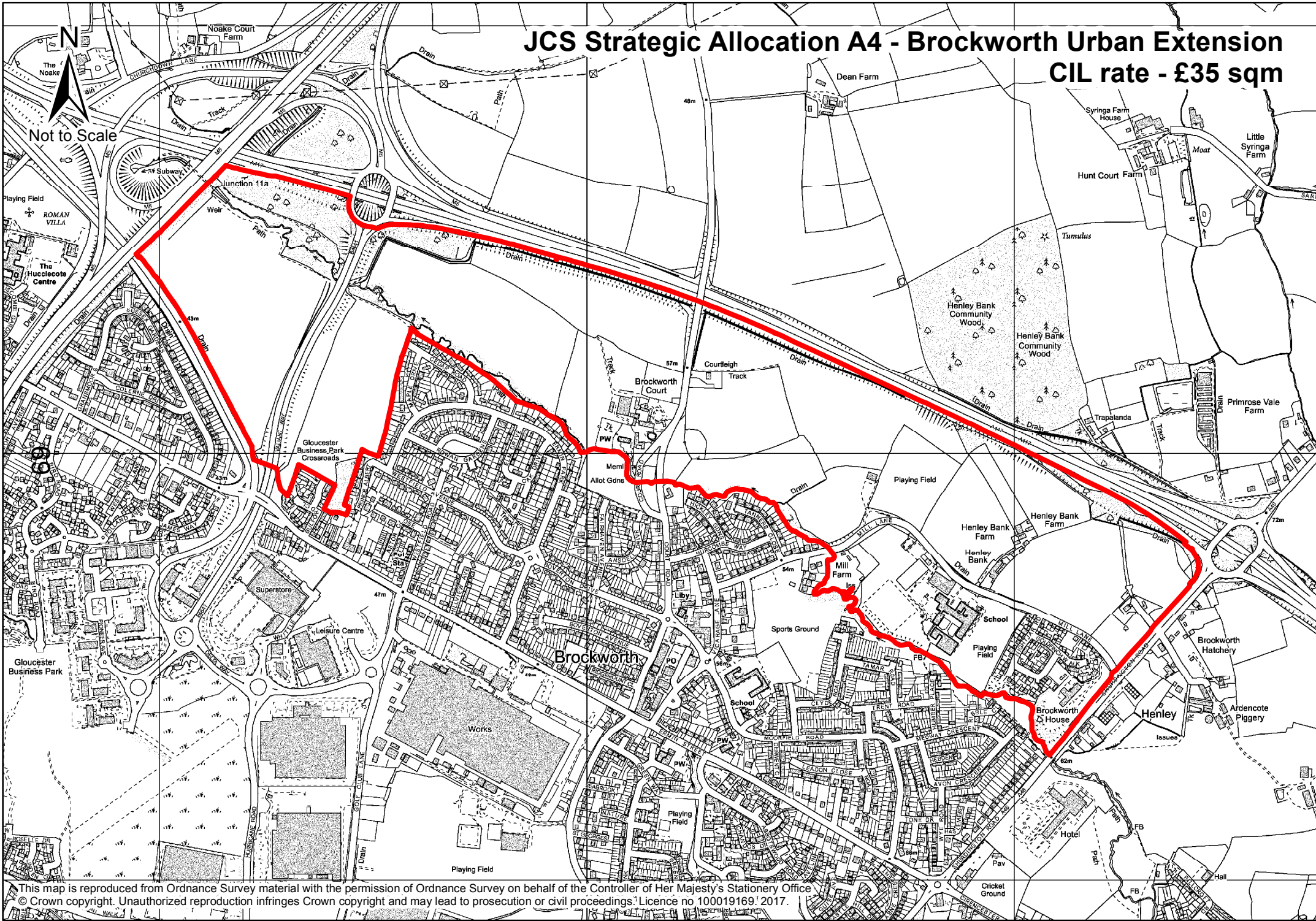
CIL rate - £35 sqm



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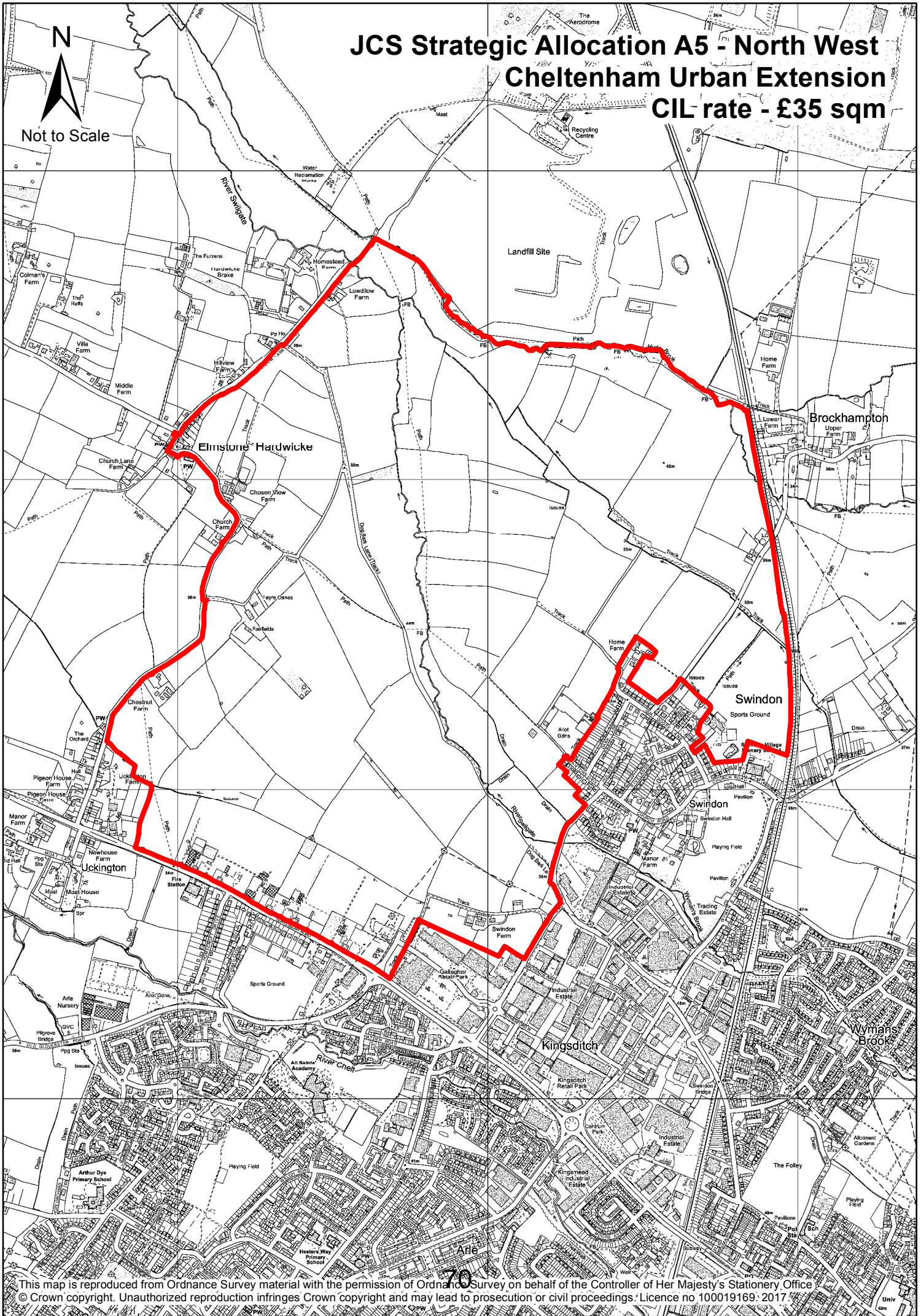
JCS Strategic Allocation A4 - Brockworth Urban Extension

CIL rate - £35 sqm



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JCS Strategic Allocation A5 - North West Cheltenham Urban Extension CIL rate - £35 sqm

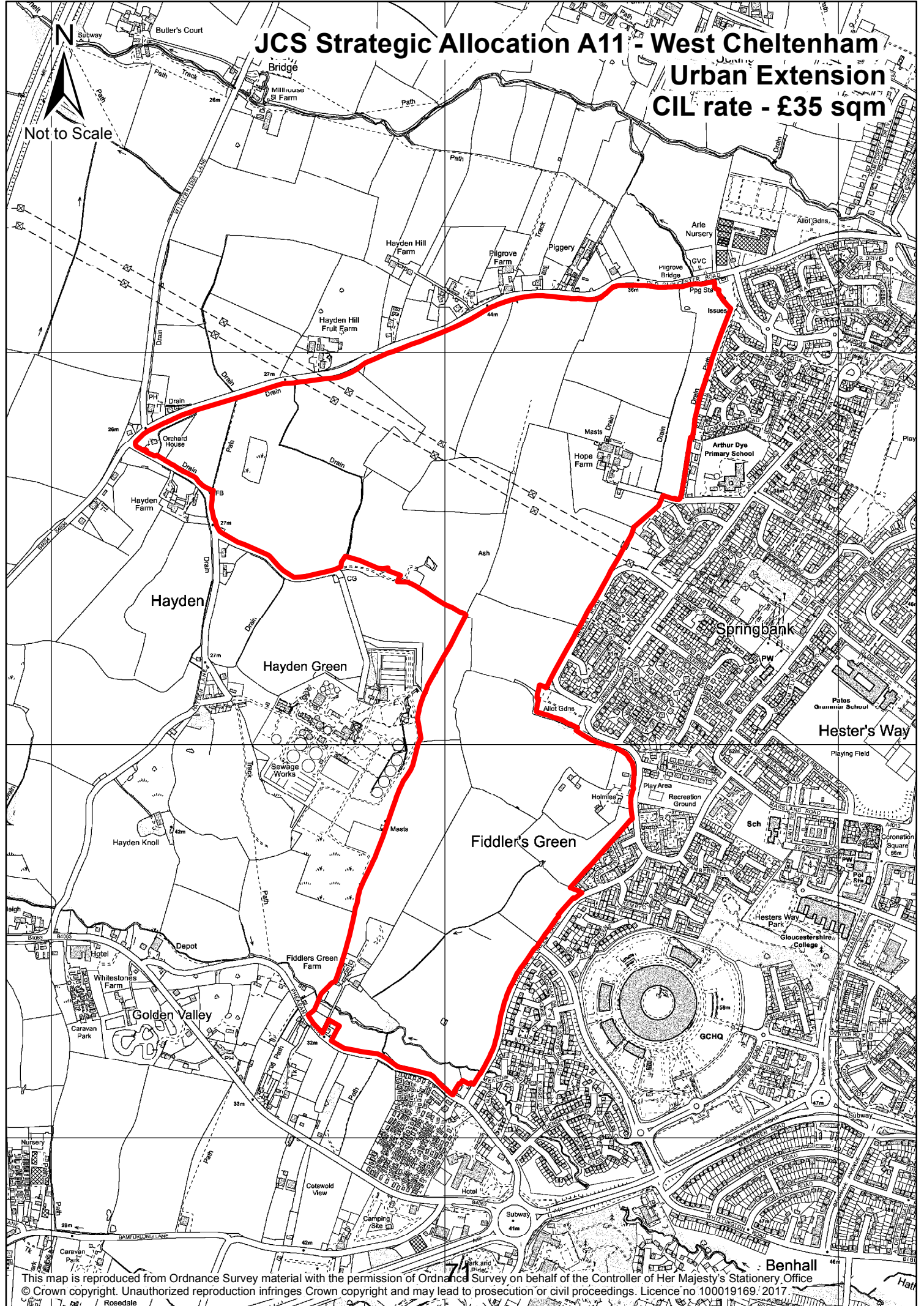


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JCS Strategic Allocation A11 - West Cheltenham

Urban Extension

CIL rate - £35 sqm



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Agenda Item 10

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