

Council Plan Performance Tracker and Key Performance Indicators 2016-17 Progress Report (Quarter 3)

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 – Elaine MacTeirnan	😊	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. Projects nearing completion include procurement of new vehicles and workforce development strategy. Significant projects in progress include the redesign of the Public Service Centre (incl Growth Hub), 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	Head of Finance & Asset Management	😞	Finance resources have had to be allocated to other projects and this has led to a delay in delivering the strategy. As such, the strategy will now be an agenda item for Executive Committee in April 2017.

	April 2017	Lead Member for Finance and Asset Management – Dave Waters		
PRIORITY: FINANCE AND RESOURCES				
Actions	Performance tracker and target date	Responsible Officer/Group	Progress to date	Comment
Objective 2. Maintain a low council tax.				
a) Produce a medium term strategy which ensures that council tax remains in the lowest quartile nationally.	1. Benchmark to confirm lowest quartile. Target date: December 2016	Head of Finance & Asset Management Lead Member for Finance and Asset Management – Dave Waters	✓	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.
Objective 3. Investigate and take appropriate commercial opportunities.				
a) Develop a programme of commercial projects, including developing an entrepreneurial-type culture for councillors and staff.	1. Implement agreed programme. Target date: December 2016	Corporate Leadership Team (CLT) Lead Members for Organisational Development and Finance and Asset management – Elaine MacTiernan and	😊	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.
	2. Develop entrepreneurial culture. Target date: March 2017			The organisation has taken its first step in developing an entrepreneurial culture. (See above) Members and officers are embracing the commercial property investment opportunities with a report taken to Council on 19 October being approved and a further Investment strategy being approved at Council. Learning from the APSE programme is now being spread across the council as reviews into trade waste and building control

		Dave Waters		get underway. Further rollout of this programme will be planned as the new management team settles in and resources, (currently directed towards the programme outlined), become available to look at other areas of commercialism.
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 – Dave Waters	✓	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.
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	Head of Community Services Lead Member for Clean and Green Environment – Jim Mason	☹	The response from the consultant that Ubico intends on using to carry out the review has been received, and it covers the main points for the service review and options appraisal. A timeline needs to be completed and it is likely to continue beyond April 2017 for the completion of the review. The next project meeting to confirm the consultant's requirements is planned for 7 March.
Objective 4. Use our assets to provide maximum financial return.				
a) Ensure value-for-money procurement of a new waste and	1. Deliver against project milestones	Head of community	☹	The project continues to achieve its milestones and the new fleet will be in place for April.

recycling fleet.	Target date: April 2017	services Lead Member for Finance and Asset Management – Dave Waters		
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 – Dave Waters	😊	<p>Quarter three activity has included:</p> <ul style="list-style-type: none"> • Approval of a Tree Management policy • Development and roll out of on line help desk facility for Public Services Centre. • Purchase of a two commercial units in Tewkesbury • Approval of a Commercial Property Investment Strategy • Public Services Centre proposals approved at Executive in February • Funding bid submitted for grant funding towards One Public Estate

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%		↑	😊	Invoices are turned around by Finance within a matter of days meaning the percentage 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		↑	😊	Many of the outstanding debts are on a payment schedule and the remaining debts are being actively chased.	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 – Rob Bird	✓	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 – Rob Bird	☹	An Economic Development and Tourism Strategy Working Group has been formed to support the production of a new strategy. The economic assessment, employment land review and business survey that Bruton Knowles have carried out will feed into this work. A key component to the strategy is an emerging vision 'For Tewkesbury borough to be the engine that delivers growth in Gloucestershire'. Given extra information gathering and research, and to align with county priorities, a new target date of June 2017 has been set.

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 – Rob Bird	✓	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 – Derek Davies	😊	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. All three councils have now approved main modifications to the JCS. The plan will go out to public consultation on the modifications from late February to April 2017. Further examination hearing sessions will take place in Summer 2017 before the Inspector publishes the final report in Summer/Autumn 2017. Final adoption of the plan is targeted for the end of 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 provides the evidence about the potential for new and existing employment sites to meet this need. The next stages of the Borough Plan will require further work on the potential employment sites to see if they are ultimately suitable for allocation. Delays to the JCS as a result of the October Council decision on main modifications may have a knock-on impact on the progress of the Borough Plan, however, work is well underway to review potential employment sites for allocation.

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	Head of Development Services Lead Member for Economic Development/Promotion – Rob Bird		As a result of external funding LSIF (Large Sites Infrastructure Fund) a consultant has now been appointed to produce and help develop the vision. The consultant will be reporting to, and working with, the J9 Area Member Reference Panel. Discussions took place about the JCS and A46 Partnership at the reference panel meeting on 27 September. At Council on 20 September it was agreed Councillor Elaine MacTiernan would be the representative in the A46 Partnership for the council. 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 latest information, however, is that the national Capacity Fund is majorly overbid, so it is not looking hopeful. We are however working with the HCA on other potential avenues of funding including a bid for the 'Accelerated Delivery of Housing'
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 – Rob Bird		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.
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		The LEP, in partnership with Gloucestershire County Council, Cheltenham Borough Council and Tewkesbury Borough Council, 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

		for Economic Development/Promotion – Rob Bird		funding required.
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PRIORITY: ECONOMIC DEVELOPMENT

Actions	Performance tracker and target date	Reporting Officer/Group	Progress to date	Comment
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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 – Dave Waters	☹️	Mixed use redevelopment plan approved in April 2016. Delivery of approved development plans are on hold pending the securing of a tenant for the proposed main retail unit. Preferred tenant's investment position is currently on hold following concern at Brexit decision. Exploring potential of alternative tenants. A member reference panel took place on 27 February which looked at options for redevelopment including the sale of sites, which will be taken forward in the Summer.
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	Head of Development Services Lead Member for Economic Development/Promotion – Rob Bird	😊	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 installation will start on 10 April and will be fully installed by 28 April. There will be an official launch in early May.


		Tewkesbury Regeneration, ends in 2027.									
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% relates to 495 people within the borough. This rate is equal with the county rate of 1.0% (Source: ONS 2016)	Leader Member Economic Development/ Annette Roberts
5	Number of business births.	445 (2014 figure)				460 (2015 Figure)				Business Births – Represents a slight increase in business birth levels from 2014. Business Deaths - Shows an increase in business deaths in 2015 compared to the previous year. Source: ONS Business demography	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)		↑	😊	Very slight increase on visitor numbers from last year.	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)		↑	😊	Although numbers have slightly reduced compared to Q3 2015/16. The overall number of visitors is on track to meet the target for 2016/17	Leader Member Economic Development/ Annette Roberts
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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 – Derek Davies	😊	All three councils have now approved main modifications to the JCS. The plan will now go out to public consultation on the modifications from late February to April 2017. Further examination hearing sessions will take place in Summer 2017 before the Inspector publishes the final report in Summer/Autumn 2017. Final adoption of the plan is targeted for the end of 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 – Derek Davies	😊	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 is now working on a new draft of the plan which will include proposed housing and employment allocations. This will include a requirement to develop further evidence base studies to support the plan. It is intended to undertake public consultation on the next draft plan in Summer 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 – Derek Davies		A further two plans have been designated making the total to 13 across 16 parishes. Most advanced are the 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 to now be both formally ‘made’ and form part of the development plan. A number of other plans are also advancing and officers have been working with Alderton, Ashchurch Rural, Churchdown and Innsworth, Down Hatherley, Norton and Twigworth, Gotherington and Twynning neighbourhood plan groups. Two new neighbourhood areas have been designated recently at The Leigh and Stoke Orchard and Tredington.
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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: TBC	Head of Development Services Lead Member for the Built Environment – Derek Davies		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. Tools such as the permission in principle and the brownfield register are identified as particularly pertinent and we await further guidance on their implementation. Until this information has been received, work to identify and implement relevant tools cannot yet be established along with a target date.
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 of 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 TBP will also be required to allocate land for smaller-scale non-strategic growth at the Rural Service Centres and Service Villages and Tewkesbury town. All three councils have now approved main modifications to the JCS. The

		Derek Davies		<p>plan will now go out to public consultation on the modifications from late February to April 2017. Further examination hearing sessions will take place in Summer 2017 before the Inspector publishes the final report in Summer/Autumn 2017. Final adoption of the plan is targeted for the end of 2017.</p> <p>The development of the TBP is closely linked to progress on the JCS and therefore delay to the JCS also has an impact on the timescales for this plan</p>
b) Continue to promote sustainable development throughout the borough.	<p>1. Ways to promote sustainable development</p> <p>Target date: Winter 2017</p>	<p>Head of Development Services</p> <p>Lead Member for the Built Environment – Derek Davies</p>	😊	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.	<p>1. Annual monitoring mechanism</p> <p>Target date: July 2016</p>	<p>Head of Development Services</p> <p>Lead Member for the Built Environment – Derek Davies</p>	✓	The 2015/16 monitoring has now been completed and the report has been published onto the council's website in July 2016. This report provides information on how many homes have been delivered within this year. Work to the 2016/17 annual report will commence in Spring 2017.
b) Work with partners, infrastructure providers and developers to progress the delivery of key sites.	<p>1. Identification and delivery of key sites</p> <p>Target date: March 2017</p>	<p>Head of Development Services</p> <p>Lead Member for the Built Environment – Derek Davies</p>	😊	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 – Ron Allen	✓	Adopted at Council on 24 January 2017.
b) Deliver 150 affordable homes each year.	1. Delivery of more than 150 homes Target date: 31 March 2017	Head of Community Services Lead Member for the Built Environment – Derek Davies	😊	We are now estimating above target completions with over 200 new affordable homes to be delivered during this financial year right across the Borough; Alderton, Bishop's Cleeve, Winchcombe, Gotherington, Stoke Orchard, Brockworth and Longford. (See KPI 13 for quarterly figures).
c) Work in partnership to prevent residents becoming homeless.	1. Partnership working initiatives Target date: March 2017	Head of Community Services Lead Member for Health and Wellbeing – Ron Allen	😊	We continue to work with partners. Examples are: <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

				<p>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.</p> <ul style="list-style-type: none"> • 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 funding award was announced in January 2017. Gloucester City Council led on the bid via our jointly funded County Single Homeless Coordinator. The fund is to provide personalised support for ≤ 99 entrenched rough sleepers in the county and is a three year outcomes based project with social investment
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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
9	Total number of homeless applications presented	111		28	31 (Q1 & Q2: 59)	30 (Cumulative 89)		↔		Similar number to previous quarters	Lead Member Health and Wellbeing/ Peter Tonge
10	Total number of homeless applications accepted	57		13	12 (Q1 & Q2: 25)	18 (Cumulative 43)		↓		Small rise in number of acceptances this quarter. This may be as a result of the additional work with the implementation of a new database for choice based lettings	Lead Member Health and Wellbeing/ Peter Tonge

										and homelessness. Officers were not able to concentrate on homeless prevention between July and November to the same extent during this period as previously.	
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 +				At the end of February the breakdown of people on Gold, Silver and Bronze bands was: Gold – 104 Silver – 573 Bronze – 1387 Emergency - 52	Lead Member Health and Wellbeing/ Peter Tonge

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:	44 (cumul		↑		Homeless preventions have risen this quarter. This is reassuring following the lull in activity during the	Lead Member Health and Wellbeing/ Peter Tonge

					90)	ative 134)				implementation of the CBL database and the support needed for applicants to use the new system.	
13	Number of affordable homes delivered	229	150	77	14 (Q1 & Q2: 91)	56 (cumulative 147)		↑	😊	Of homes delivered in Q3 20 were for Affordable Rent and 36 were for Shared ownership	Lead Member Health and Wellbeing/ Peter Tonge

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%		↑	😊	On target and continued improvements throughout the year which is expected to be maintained to achieve target.	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%		↑	😞	Still showing an improvement on last year. There are still some capacity issues particularly at senior level. However, recruitment is ongoing with some appointments made. Unlikely to meet target	Lead Member Built Environment/ Annette Roberts

										by year end.	
16	Percentage of 'other' applications determined within 8 weeks or alternative period agreed with the applicant.	79.13%	90%	85%	87.5%	90.06%		↑	😊	On target and a significant improvement on 2015/16. It is expected that performance will continue in order to meet target.	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 Planning: end February 2017	Head of Development Services/ Interim Head of Community Services Lead Member for the Built Environment – Derek Davies Lead Member for the Clean and Green Environment – Jim Mason	😊	Environmental Health: There are new management arrangements in place. A key piece of work is to undertake a strategic review of the operating model for EH which could include collaborative working opportunities Planning: Several improvements and changes to delivery of the service have been introduced and a presentation was made to Transform in January 2017.
b) Consider our approach to environmental crimes, with	1. Deliver different approach to environmental crimes	Head of Community Services	😐	A report to O&S Committee was presented on 7 February 2017 and provided an update of work undertaken since July 2016 to combat environmental crimes. Further options to tackle the issue include more

particular focus on fly-tipping and dog fouling.	Target date: April 2017 May 2017	Lead Member for the Clean and Green Environment – Jim Mason		effective partnership working, seeking best practice initiatives, introduction of fixed penalty notices and bringing to fruition a parish council funded Environmental Warden. O&S have requested a formal action plan on these options to be brought back to O&S within three months.
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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.

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 – Mike Dean	✓	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.
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	Head of Corporate Services Lead Member for Customer Focus – Mike Dean		With regards to the customer services team, three of the team are nearing completion of an NVQ in Customer Service. This is due for completion early 2017. As defined by the customer service standards, customer service is the responsibility of all. Training will be rolled out across all service areas and this is programmed for March.

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	1. Explore potential options Target date: March 2018	Head of Corporate Services Lead Member for Customer		The wider Public Services Centre refurbishment has now been approved by Council. A sub project of this will be to look at the reception area to ensure it meets our customer needs. This will include the incorporation of the business hub.
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services team.		Focus – Mike Dean		
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 – Dave Waters	😊	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 interest in the top floor should the partner not be secured. It is anticipated that works will be concluded before Christmas with tenants in place in the New Year at the latest.

PRIORITY: CUSTOMER FOCUSED SERVICES

Actions	Performance Tracker and target date	Reporting Line	Progress to date	Comment
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 – Robert Vines	😊	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.
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 – Kay Berry	😊	The benefit cap has been successfully implemented. Benefits staff working with the financial inclusion partnership, have successfully reduced the numbers down to 70 capped cases from 98. A number of the original cases have moved off housing benefits and into higher paid work.

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 – Mike Dean	😊	'Join forces with our partners' is one of three key priorities in our Digital Strategy. A skype pilot between customers at Bishops Cleeve library and the Revenues and Benefits team is underway. Once a way forward is approved with the reception re-design this may open up potential digital opportunities. The introduction of Office 365 will also provide collaborative working opportunities.
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PRIORITY: CUSTOMER FOCUSED SERVICES

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 – Mike Dean	😊	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 being scoped or in progress include new HR system, electronic purchase order system, improvement in on line forms, Office 365.
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 – Mike Dean	✓	The new website went live on 30 November. Positive feedback has been received from officers, members and customers.

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)				Enquiries received at the AIC's are as follows for Q1, Q2 & Q3: <table><tr><td></td><td>Q1</td><td>Q2</td><td>Q3</td></tr><tr><td>Bishops Cleeve:</td><td>131</td><td>85</td><td>63</td></tr><tr><td>Brockworth:</td><td>199</td><td>204</td><td>142</td></tr><tr><td>Churchdown:</td><td>102</td><td>83</td><td>51</td></tr><tr><td>Winchcombe:</td><td>67</td><td>56</td><td>48</td></tr><tr><td>Total:</td><td>499</td><td>428</td><td>304</td></tr></table>		Q1	Q2	Q3	Bishops Cleeve:	131	85	63	Brockworth:	199	204	142	Churchdown:	102	83	51	Winchcombe:	67	56	48	Total:	499	428	304	Lead Member Customer Focus/ Graeme Simpson
	Q1	Q2	Q3																																
Bishops Cleeve:	131	85	63																																
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Churchdown:	102	83	51																																
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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
18	Total number of people assisted within the borough by Citizens Advice Bureau (CAB).	1363		370	360 (Q1 & Q2: 730)	309 (Q1-Q3: 1039)				<p>Heaviest demand has been: Brockworth 12.6%, Priors Park 12%, Cleeve St Michaels 8.4%, Northway 8.1% and Winchcombe 7.8%. These five wards represent 49% of clients seen. The five main areas where advice was given:</p> <ul style="list-style-type: none"> • Benefits 29% • Debt 28% • Employment 9% • Relationships 8% • Housing 7% 	Lead Member Economic Development /Promotion / Annette Roberts

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)				During this quarter clients have benefitted from £141,271 of financial gains. Over nine months £300,674 of which £241,012 (75%) represent increases in disposable incomes.	Lead Member Economic Development /Promotion / Annette Roberts
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Key performance indicators for priority: Corporate

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)		↔	☹	<p>There has been a significant drop in reports of abandoned vehicles and fly tipping incidents this quarter.</p> <p>Breakdown is:</p> <ul style="list-style-type: none"> Noise – 42 Dog fouling – 19 Fly tipping – 85 Abandoned vehicles – 63 <p>The year to date total has already exceeded the target of 1000 but is below the outturn figure in previous year.</p>	Lead Member Clean and Green Environment/ Peter Tonge

21	Community Groups assisted with funding advice	N/A (new KPI)		80	65 (Q1 & Q2: 145)	155 (Q1-Q3: 300)				Community groups assisted have received £111,100 (£325,185) worth of external grants and £183,642 (£243,136) worth of TBC community Grants. Cumulative figures since July 2015 in brackets. 300+ community groups being supported with funding advice.	Lead Member Economic Development /Promotion / Annette Roberts
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				The downward trend in housing benefits and council tax support caseload continues.	Lead Member Finance and Asset Management / Richard Horton
Key performance indicators for priority: Corporate											
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		↓	☹	This quarter has seen a slowing in performance. The main reasons for this has been due to the impact of dealing with welfare reform changes. Also, we have had to train two new assessors. The	Lead Member Finance and Asset Management / Richard Horton

										performance is still outstanding. The national average for new claims processing is 24 days. Currently our in month performance for January is a very healthy 12 days.	
24	Average number of days to process change in circumstances	5.22	10.00	6.48	6.47	6.79		↓	😊	Our processing times have slowed very slightly. The Benefits team has had to deal with significant numbers of changes to benefit claims. The performance is still below target and well below the national average of 8 days.	Lead Member Finance and Asset Management / Richard Horton
25	Percentage of council tax collected	98.24%	98%	29.45%	57.44%	85.49%		↑	😊	Collection rate continues to progress well. This year an additional £2.7 million has to be collected due to the increase in new homes. To date revenues have collected an additional £2 million more than it did this time last year.	Lead Member Finance and Asset Management/ Richard Horton
26	Percentage of NNDR collected	99.24%	98%	32.01%	58.87%	84.96%		↔	😊	The collection rate is keeping pace with last year's performance. The Borough is also seeing a significant growth in Business	Lead Member Finance and Asset Management/ Richard Horton

										Rates over last year. There is a growth in new business rated valuations resulting in an additional £1.5 million in business rates to collect on last year.	
Key performance indicators for priority: Corporate											
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 (cumulative: 1919)		↓		12 month rolling total there is a 0.42 % increase.	Lead Member Community/ Peter Tonge
28	Number of overall crime incidents	3071		731	760 (Q1 & Q2: 1491)	771 (Cumulative: 2262)		↑		12 month rolling total there is a 1.39% decrease.	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 (cumulative: 5.91)		↑	☹	The number of days lost per employee for Q3 was slightly higher than Q2, but still significantly lower than Q1. This is due to falling long term sickness (1.61 days per employee in Q1, 0.4 in Q2 and 0.26 in Q3). However, there is an increasing trend in short term sickness (0.95 in Q1, 1.11 in Q2 and 1.59 in Q3), However, it is easier	Lead Member Organisational Development/ Graeme Simpson

										to manage short term sickness and HR is monitoring a number of absence management procedures across the council. Projected days lost per employee is 7.91, against 8.93 in 15/16. This represents an improvement of 11.4%.	
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Key performance indicators for priority: Corporate

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%		↑	😊	Compared to 2015/16, almost all the tonnages have improved. The food waste campaign is still having an effect and increasing the tonnage from last year. It is 245 tonnes in total higher than Q1-3 in 2015-16. Contamination in the recycling has again dropped in Q3 compared to 15-16 and this is positive for performance but also financially. Furniture reuse has reduced, but textile	Lead Member Clean and Green Environment/ Peter Tonge

										and clothing bank recycling has increased by 15 tonnes in Q3.	
Key performance indicators for priority: Corporate											
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)		↑	☺	<p>Waste to landfill has decreased by 189 tonnes compared to Q3 9 month total for 15-16.</p> <p>There has been an increase to bulky waste and fly tips which has increased the amount taken to landfill. However, sub 100kg per household as residual waste per quarter is a very good performance.</p>	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%		↑	☺	Broadly compliant figures are being maintained above 92%.	Lead Member Clean and Green Environment/ Peter Tonge