

Council Plan Performance Tracker and Key Performance Indicators 2017-18 Progress Report (Quarter 1)

Appendix 2

| Council Plan tracker actions/ KPI progress key: | | KPI direction of travel key: | |
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| 😊 | 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 | Target date | Responsible Officer/Group | Progress to date | Comment |
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| Objective 1. Start on the path to being financially independent of the government's core grants. | | | | |
| a) Deliver the council's transformation programme. | Target date: March 2018 | Corporate Leadership Team (CLT) Gill Blackwell 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. Significant projects in progress include the refurbishment of the Public Service Centre (incl Growth Hub), Spring Gardens/Oldbury Road regeneration, review of garden waste, new on-line forms and review of the planning service. |

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| <p>b) Implement a Fees and Charges Strategy to maximise return in the medium term.</p> | <p>Target date: February 2018 April 2017</p> | <p>Head of Finance & Asset Management</p> <p>Ron Furolo Lead Member for Finance and Asset Management</p> | <p>✓</p> | <p>Strategy approved by Executive in April 2017. Timetable for ensuring fees and charges are reviewed and considered by each service on an annual basis aligns with the budget cycle and allows for publicity and communication with customers prior to their implementation on 1 April.</p> |
| <p>c) Produce a balanced budget in light of elimination of the revenues support grant.</p> | <p>Target date: February 2018</p> | <p>Head of Finance and Asset Management</p> <p>Ron Furolo Lead Member for Finance and Asset Management</p> | <p>😊</p> | <p>Ongoing work with Transform Working Group throughout the year to identify the issues around local government finance and plan the delivery of a balanced budget in the medium term. Budget proposals will go to Council in February 2018.</p> |

PRIORITY: FINANCE AND RESOURCES

| Actions | Target date | Responsible Officer/Group | Progress to date | Comment |
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| Objective 2. Maintain a low council tax. | | | | |
| a) Produce a medium term strategy which ensures that council tax remains in the lowest quartile nationally. | Target date: December 2017 | Head of Finance & Asset Management Ron Furolo Lead Member for Finance and Asset Management | ☺ | Annual Medium Term Financial Strategy is scheduled to go to Council in December 2017. |
| Objective 3. Investigate and take appropriate commercial opportunities. | | | | |
| a) Deliver the aims and objectives of the commercial property investment strategy. | Target date: March 2018 | Corporate Leadership Team (CLT) Gill Blackwell Lead Member for Organisational Development and Ron Furolo Lead Member for Finance and Asset management | ☺ | Lambert Smith Hampton has been appointed to support the Council in developing the strategy and identifying investment opportunities. The strategy has been reviewed in order to target investments that provide balance to our overall portfolio and meet our risk appetite. One property has been subject to a formal bid but was unsuccessful. Currently reviewing two other opportunities. |

PRIORITY: FINANCE AND RESOURCES

| Actions | Target date | Responsible Officer/Group | Progress to date | Comment |
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| Objective 3. Investigate and take appropriate commercial opportunities. | | | | |
| b) Undertake a review of the discretionary trade waste service to ensure it is operating on a viable commercial level. | Target date: April 2017 July 2017 August 2017 | Head of Community Services Jim Mason Lead Member for Clean and Green Environment |  | The APSE review commissioned by UBICO is in the stages on finalisation and should be with the Council by the end of August 2017. This will provide a direction of travel on the trade waste service. |
| Objective 4. Use our assets to provide maximum financial return. | | | | |
| a) Put in place a plan to regenerate Spring Gardens | Target date: December 2017 | Head of Finance and Asset Management Ron Furolo Lead Member for Finance and Asset Management |  | Ongoing discussions with a number of potential developers have been encouraging and officers are currently reviewing opportunities. Securing the council's preferred retailer has proved to be difficult but latest signs are again encouraging. Anticipated delivery of report to Executive has been delayed until the Autumn to allow the plans to develop and consideration to be given to the options. Planning brief being developed to advise developers of council requirements for the site. On-going interest from later living providers for the site. |

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| b) Deliver the council's asset plan. | Target date: March 2018 | Head of Finance & Asset Management Ron Furolo Lead Member for Finance and Asset Management | 😊 | Delivery of plan in first quarter has included: <ul style="list-style-type: none"> • Reports to Executive on Priors Park and Winchcombe garage sites as well as land disposal at Lincoln Green Lane, Tewkesbury and Churchdown play areas • Disposal of the Gazebo, Tewkesbury • Installation of three walks signage in Tewkesbury • Additional tenant – Gloucestershire VCS Alliance – added to Public Service Centre • Relocation of IT Services to first floor of PSC • Public consultation for Vineyards play area, Tewkesbury undertaken and contractor appointed • Rent review undertaken for current investment properties |
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Key performance indicators for priority: Finance and resources

| KPI no. | KPI description | Outturn 2016-17 | Target 2017-18 | Outturn Q1 2017-18 | Outturn Q2 2017-18 | Outturn Q3 2017-18 | Outturn Q4 2017-18 | Direction of travel | Traffic light icon | Comment | Portfolio Lead / Head of service |
|---------|---|-----------------|----------------|--------------------|--------------------|--------------------|--------------------|---------------------|--------------------|--|--|
| 1 | Percentage of creditor payments paid within 30 days of receipt. | 94.74% | 94.00% | 95.18% | | | | ↑ | 😊 | With half of the council now using the new purchasing system this has resulted in a slight improvement in the indicator. | Lead Member Finance and Asset Management/ Simon Dix |

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| 2 | Outstanding sundry debt in excess of 12 months old. | £33,566 | £50,000 | £38,317 | | | | | ↓ | 😊 | One debt is for £10,973 and Legal are close to a resolution. Another one for £8,154 is with the service manager for a final decision which leaves the underlying debt at £19,190. | Lead Member Finance and Asset Management/ Simon Dix |
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PRIORITY: ECONOMIC DEVELOPMENT

| Actions | Target date | Reporting Officer/Group | Progress to date | Comment |
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| Objective 1. Be the primary growth engine of Gloucestershire's economy. | | | | |
| a) Seek approval and implement year one of the Economic Development and Tourism Strategy | Target date: June 2018 | Head of Development Services Rob Bird Lead Member for Economic Development/Promotion | 😊 | <p>The Economic Development and Tourism Strategy was approved at Executive in June 2017.</p> <p>Implementation of annual delivery plan – activities to date:</p> <ul style="list-style-type: none"> • Appointment of consultants BDP to progress a development masterplan for M5 J9/A46 area. • Successful business event held in J9 Business park areas, improving communication with businesses. Number of follow up 1-2-1 meetings with businesses organised. • Programme of business engagement meetings underway and actions being recorded. Many exploring business expansion needs. • New business grant scheme- forms being made available online. • New better-connected for business success investment prospectus and video launched and being promoting to potential investors. • Production of tourism marketing plan for Winchcombe in progress. |

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| b) Develop and launch a business growth hub in the Public Services Centre | Target date: Spring 2018 | Head of Development Services Rob Bird Lead Member for Economic Development/Promotion | ☺ | The Due Diligence business case has been submitted to the Local Enterprise Partnership (LEP) and is currently going through the assessment process. A further £80,000 has been applied for from the LEP, to enlarge the Growth Hub. This will allow flexibility of space and incorporation of all elements proposed in the original brief. |
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PRIORITY: ECONOMIC DEVELOPMENT

| Actions | Target date | Reporting Officer/Group | Progress to date | Comment |
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Objective 2. Identify and deliver employment land within the borough.

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| a) Allocate and deliver employment land through the JCS and Tewkesbury Borough Plan. | JCS target date: Winter 2017 | Head of Development Services Elaine MacTiernan 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 10 April 2017. The Inspector held further examination hearing sessions on the main modifications from 11 to 21 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. |
| | 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. Much of this work has already been undertaken by officers, but further evidence base studies (Green Belt, flood risk, landscape) have been commissioned to provide further information to develop a set of preferred options. |

It is anticipated that Council approval for the Preferred Options Borough Plan will take place in December 2017 before going out to public consultation in early 2018.

PRIORITY: ECONOMIC DEVELOPMENT

| Actions | Target date | Reporting Officer/Group | Progress to date | Comment |
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Objective 3. Maximise the growth potential of the M5 junctions within the borough.

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| a) Produce a vision for the J9 area. | Target date: March 2017 March 2018 | Head of Development Services Rob Bird Lead Member for Economic Development/Promotion | ☺ | Thinking Place has been appointed to create a vision. They will be consulting with community representatives, business and infrastructure groups during quarter 2. In addition, consultants BDP have been appointed to produce a masterplan for the J9 area. |
| b) Work with our partners, including the JCS partners and the LEP, to promote the M5 Growth Zone. | Target date: Ongoing as part of County Strategic Economic Plan (ends 2022) | Head of Development Services Rob Bird Lead Member for Economic Development/Promotion | ☺ | The council recently held a business event at the Porsche at Junction 9 including launching the new business video; focussed on the new economic development and tourism strategy, and the work undertaken on the visioning and master planning for Junction 9. The event concentrated on the important and pivotal role that these areas played in the development of the growth zone. The event was attended by 60+ businesses. |

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| c) Work with partners to build a case for an all-ways M5 junction 10. | Target date: 2021 (approved business case) | Head of Development Services Rob Bird Lead Member for Economic Development/Promotion | ☺ | Conversations have been initiated with County Highways and other partners and a bid for Forward Funding from the Housing Infrastructure Fund is being prepared with a view to a bid being submitted to seek funding to create an all ways M5 junction 10 with associated improvements. This will be submitted by the County prior to the deadline of 28 th September 2017. |
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PRIORITY: ECONOMIC DEVELOPMENT

| Actions | Target date | Reporting Officer/Group | Progress to date | Comment |
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Objective 4. Deliver regeneration for Tewkesbury town.

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| a) Develop a regeneration plan for Tewkesbury Town. | Target date: April 2018 | Head of Development Services Elaine MacTierman Lead Member for Built Environment | ☺ | The existing Action Plan (adopted 2010) for the Town Centre is being worked into a detailed implementation plan. This will also involve detailed work on a number of key sites (Healings Mill and Spring Gardens). |
| b) Deliver a programme with partners to progress Healings Mill and other key sites to support the regeneration of Tewkesbury. | Target date: September 2017 | Head of Development Services Rob Bird Lead Member for Economic Development/Promotion | ☺ | Healings Mill is currently marketed for sale by the owners through agents Fisher German and Allsop. The property is to be sold by Private Treaty although in the event that a sale is not agreed, the property will go to auction on 20 July 2017. |

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| c) Explore the potential for the formation of a retail group to support the vitality and regeneration of the town. | Target date: September 2017 | Head of Development Services Rob Bird Lead Member for Economic Development/Promotion | ✓ | A retail group has been formed in Tewkesbury and is led by local businesses. Two meetings have been held to date and an action plan is currently being developed. |
| d) Explore with partners – including the Battlefield Society – the potential to increase the heritage offer at the Battlefield site. | Target date: Complete feasibility -December 17. | Head of Development Services Rob Bird Lead Member for Economic Development/Promotion | 😊 | A meeting with landowners has been held. The landowners were positive about making the most of the battlefield in terms of its heritage offer. As a result a feasibility assessment is now in progress investigating the potential heritage offer. In addition a meeting has been held with the Heritage Lottery Fund. |

Key performance indicators for priority: Economic development

| KPI no. | KPI description | Outturn 2016-17 | Target 2017-18 | Outturn Q1 2017-18 | Outturn Q2 2017-18 | Outturn Q3 2017-18 | Outturn Q4 2017-18 | Direction of travel | Traffic light icon | Comment | Portfolio Lead / Head of service |
|---------|----------------------------------|-----------------|----------------|--------------------|--------------------|--------------------|--------------------|---------------------|--------------------|---|--|
| 3 | Employment rate 16-64 year olds. | 83.7% | | 74.3% | | | | | | 74.3% relates to 40,800 people within the borough. This is just above the national rate of 74.2%. (Source: ONS April 2016 – Mar 2017. Current figures) | Leader Member Economic Development/ Annette Roberts |

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| 4 | Claimant unemployment rate. | 1.0% | | 0.9% | | | | | | 0.9% relates to 510 people within the borough. This rate is below with the county rate of 1.0% (Source: ONS June 2017) | Leader Member Economic Development/ Annette Roberts |
| 5 | Number of business births. | 460 (2015 figure) | | | | | | | | | Leader Member Economic Development/ Annette Roberts |
| 6 | Number of business deaths | 335 (2015 figure) | | | | | | | | | |
| 7 | Number of visitors to Tewkesbury Tourist Information Centre (TIC) | 32,270 | 31,000 | 9,751 | | | | ↑ | 😊 | In addition there were 807 visitors to the Heritage Centre. | Leader Member Economic Development/ Annette Roberts |
| 8 | Number of visitors to Winchcombe Tourist Information Centre (TIC) | 10,316 | 10,000 | 4,002 | | | | ↓ | 😊 | Slightly down on last year figures but still hoping to reach the annual target. | Leader Member Economic Development/ Annette Roberts |

PRIORITY: HOUSING

| Actions | 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. | Target date: Winter 2017 | Head of Development Services Elaine MacTiernan 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 10 April 2017. The Inspector held further examination hearing sessions on the main modifications from 11 to 21 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. | Target date: Winter 2018 | Head of Development Services Elaine MacTiernan Lead Member for the Built Environment | ☺ | <p>The timetable for the Borough Plan has been 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.</p> <p>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. As part of this a number of evidence base studies have been commissioned and are underway to support the plan.</p> <p>A member working group has also been established to inform the development of the plan.</p> <p>It is anticipated that Council approval for the Preferred Options Borough Plan will take place in December 2017 before going out to public consultation in early 2018.</p> |

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| c) Support Neighbourhood Development Plans across the borough where communities bring them forward. | Target date: March 2018 | Head of Development Services Elaine MacTiernan Lead Member for the Built Environment | ☺ | <p>A total of 13 neighbourhood areas have now been designated across 16 parishes.</p> <p>The Gotherington NDP was subject to examination in April 2017 and was successfully voted through at its referendum on 20 July 2017. The NDP will now be put to the Council to be formally made.</p> <p>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, and Twyning neighbourhood plan groups. Two new neighbourhood areas have been designated recently at The Leigh and Stoke Orchard and Tredington.</p> |
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PRIORITY: HOUSING

| Actions | Target date | Reporting Officer/Group | Progress to date | Comment |
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Objective 2. Achieve a five year supply of land.

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| a) Ensure adequate land is allocated within the Joint Core Strategy and Tewkesbury Borough Plan to meet housing needs. | Target date: Winter 2017 | Head of Development Services Elaine MacTiernan Lead Member for the Built Environment | ☺ | <p>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.</p> <p>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 10 April 2017. The Inspector held further examination hearing sessions on the main modifications from 11 - 21 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.</p> <p>It is anticipated that Council approval for the Preferred Options Borough Plan will take place in December 2017 before going out to public consultation in early 2018.</p> |
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| | | | | The most recently published Housing Land Supply Statement (June 2017) sets out that the Borough currently has at least a 5.3 year supply of housing land. |
| b) Continue to promote sustainable development throughout the borough. | Target date: Winter 2017 | Head of Development Services Elaine MacTiernan 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 | Target date | Reporting Officer/Group | Progress to date | Comment |
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Objective 3. Deliver the homes and necessary infrastructure to create new sustainable communities in key locations.

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| a) Monitor annually the delivery of homes within the borough. | Target date: March 2018 | Head of Development Services Elaine MacTiernan Lead Member for the Built Environment | ✓ | The 2016/17 monitoring has now been completed and the report was published onto the council's website in June 2017. This report provides information on how many homes have been delivered within this year. The most recently published Housing Land Supply Statement (June 2017) sets out that the Borough currently has at least a 5.3 year supply of housing land. |
| b) Work with partners, infrastructure providers and developers to progress the delivery of key sites. | Target date: March 2018 | Head of Development Services Elaine MacTiernan Lead Member for the Built Environment | 😊 | JCS transport strategy (May 2017) has identified key transport infrastructure requirements for strategic allocations. 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. M5 J9/Ashchurch masterplanning project has started and consultants |

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| | | | | have been appointed to undertake a concept masterplan as phase 1. This will be important piece of work in determining development potential in the area that will feed into the JCS review. |
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PRIORITY: HOUSING

| Actions | Target date | Reporting Officer/Group | Progress to date | Comment |
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Objective 4. Deliver affordable homes to meet local need.

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| a) Implement year one of the Housing and Homelessness Strategy | Target date: 31 March 2018 | Head of Community Services Julie Greening Lead Member for Health and Wellbeing | ☺ | We are currently on target to implement our actions for year one of the homeless strategy. The current action plan and updates for quarter one are on the public website, and delivery of actions is subject to review by Overview and Scrutiny. |
| b) Deliver 150 affordable homes each year. | Target date: 31 March 2018 | Head of Community Services Elaine MacTiernan Lead Member for the Built Environment | ☺ | Q1 has seen 59 new affordable homes built across the Borough; Alderton, Bishop's Cleeve, Longford and Brockworth. Of these homes 12 are social rent, 36 are affordable rent and 11 are shared ownership. |
| c) Work in partnership to prevent residents becoming homeless. | Target date: on-going no end target | Head of Community Services Julie Greening Lead Member for Health and Wellbeing | ☺ | Housing services is actively participating in partnerships with other local districts, other public agencies such as the PCC, Glos County, and the CCG to provide a housing first model for rough sleepers, leading on many of the actions in our multi agency Tewkesbury BC financial inclusion partnership, as well as working closely within internal partners such as Revenues and Benefits to make best use of the DHP funds. |

Key performance indicators for priority: Housing

| KPI no. | KPI description | Outturn 2016-17 | Target 2017-18 | Outturn Q1 2017-18 | Outturn Q2 2017-18 | Outturn Q3 2017-18 | Outturn Q4 2017-18 | Direction of travel | Traffic light icon | Comment | Portfolio Lead / Head of service |
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| 9 | Total number of homeless applications presented | 119 | | 28 | | | | ↔ | | The number of households presenting as homeless during the first quarter remains at the same levels as previous quarters. | Lead Member Health and Wellbeing/ Peter Tonge |
| 10 | Total number of homeless applications accepted | 61 | | 16 | | | | ↔ | | The number of accepted homeless applications remains similar to previous quarters | Lead Member Health and Wellbeing/ Peter Tonge |
| 11 | Total number of active applications on the housing register | 2196 1196 – 1 bed 668 – 2 bed 231 – 3 bed 83 – 4 bed 15 – 5 bed 3 – 6 bed + | | 2367 1283 – 1 bed 725 – 2 bed 245 – 3 bed 96 – 4 bed 15 – 5 bed 3 – 6 bed | | | | | | The breakdown of bands is: Gold – 124 Silver – 685 Bronze – 1508 Emergency - 50 Housing applications to CBL have continued to rise – this is an ongoing trend over the past 2 years. | Lead Member Health and Wellbeing/ Peter Tonge |

Key performance indicators for priority: Housing

| KPI no. | KPI description | Outturn 2016-17 | Target 2017-18 | Outturn Q1 2017-18 | Outturn Q2 2017-18 | Outturn Q3 2017-18 | Outturn Q4 2017-18 | Direction of travel | Traffic light icon | Comment | Portfolio Lead / Head of service |
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| 12 | Total number of homeless prevention cases | 187 | | 62 | | | | ↑ | | This has been a very successful quarter for preventing both homeless applications and homeless acceptances through positive interventions. The team has achieved more preventions this quarter than previously recorded. | Lead Member Health and Wellbeing/ Peter Tonge |

Key performance indicators for priority: Housing

| KPI no. | KPI description | Outturn 2016-17 | Target 2017-18 | Outturn Q1 2017-18 | Outturn Q2 2017-18 | Outturn Q3 2017-18 | Outturn Q4 2017-18 | Direction of travel | Traffic light icon | Comment | Portfolio Lead / Head of service |
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| 13 | Percentage of 'major' applications determined within 13 weeks or alternative period agreed with the applicant. | 82.50% | 80% | 90.90% | | | | ↑ | 😊 | Improved performance to date on last year, exceeding target. Senior officer focus on major applications should ensure that the improvement is maintained. | Lead Member Built Environment/ Annette Roberts |
| 14 | Percentage of 'minor' applications determined within 8 weeks or alternative period | 70.55% | 90% | 66.04% | | | | ↓ | ☹️ | Significantly below target and small decrease on last year's performance. This is reflective of the senior | Lead Member Built Environment/ Annette Roberts |

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| | agreed with the applicant. | | | | | | | | | officer focus on major applications and the reduced capacity at Planning Officer level. This indicator is expected to improve significantly following recruitment to two planning officer posts currently being advertised and improvement work currently being undertaken with PAS. | | |
| 15 | Percentage of 'other' applications determined within 8 weeks or alternative period agreed with the applicant. | 88.66% | 90% | 90.19% | | | | | ↑ | 😊 | Excellent performance, exceeding target and improvement on last year's out-turn. Speed of decisions has been positively impacted by the new technical officer post which provides support to officers and carries out the validation of applications. | Lead Member Built Environment/ Annette Roberts |

PRIORITY: CUSTOMER FOCUSED SERVICES

| Actions | Target date | Reporting Line | Progress to date | Comment |
|--|---------------------------|---|------------------|---|
| Objective 1. Maintain and improve our culture of continuous service improvement. | | | | |
| a) Deliver improvements through a review of the Revenues and Benefits service | Target date: January 2018 | Head of Revenues and Benefits Gill Blackwell Lead Member for Organisational Development | ☺ | <p>Following on from its successful review, the Revenues and Benefits team continues to achieve top quartile performance in benefits processing and staff savings.</p> <p>The service is currently being restructured due to the impact of Universal Credit. The go-live date for Universal Credit is the 6 December 2017. From that date, new claims to Housing Benefit will be filtered across to Universal Credit.</p> <p>Meetings are taking place with DWP as part of the handover process.</p> <p>At the moment, we are on target to achieve the 6 December 2017 start date.</p> |
| b) Deliver the enviro-crimes action plan, with a particular focus on fly-tipping and dog fouling | Target date: March 2018 | Head of Community Services Jim Mason Lead Member for the Clean and Green Environment | ☺ | <p>We are currently on target to deliver this action plan.</p> <p>Q1 achievements include:</p> <ul style="list-style-type: none"> • Four successful fly-tipping/duty of care prosecutions • FPN policy developed • Collaborative enviro crime days scheduled with partner organisations such as Glos Constabulary – to begin in Q2 • Increased issue of FPNs for fly-tipping and abandoned vehicles • Signage and focused intervention at hot spot areas has resulted in decrease in number of fly-tipping incidents in these areas (e.g Elmstome Harwicke, Sandhurst) |

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| c) Review garden waste arrangements to improve the renewal and payment process | Target date: March 2018 | Head of Corporate Services Jim Mason Lead Member for the Clean and Green Environment | 😊 | The project is progressing in accordance with key milestones. Specific project actions include the design of bin stickers, drafting new terms and conditions and implementation of a communications strategy. 2017/18 renewals have been pro-rated to allow all customers to transition to one renewal date of 1 April. |
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PRIORITY: CUSTOMER FOCUSED SERVICES

| Actions | 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.

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| a) Improve the quality of our website self-serve forms | Target date: March 2018 | Head of Corporate Services Mike Dean Lead Member for Customer Focus | 😊 | Phase one of the project will be to develop and implement improved forms on missed bins and bulky waste collections. Sessions have been held with members and Ubico so stakeholder feedback can be built into the project. |
| b) Roll out a programme of customer services training for staff across the council, including an appraisal of our complaint system. | Target date: March 2017-September 2017 | Head of Corporate Services Mike Dean Lead Member for Customer Focus | 😊 | To ensure we remain committed to our customer services standards, customer services training for all front line staff is being organised for September 2017. A review of our complaints system is currently underway, and complaints handling training has recently taken place for operational managers. |

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

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|--|-------------------------|--|---|--|
| a) Deliver the Public Services Centre refurbishment project. | Target date: March 2018 | Head of Finance & Asset Management Ron Furolo Lead Member for Finance and Asset Management | ☺ | RRA Architects appointed to the project. Initial feasibility design, based on stakeholder feedback, has been agreed and demonstrates the concept works. A cost plan based on this design has also been agreed and although currently over budget, the project team are confident that it will be brought back in line with financial parameters through the detailed assessment phase. Programming is currently taking place to work out phasing required to deliver the priority needs of the project whilst keeping the building open to the public and minimising disruption to building users. |
| b) To let out the top floor of the Public Services Centre. | Target date: March 2018 | Head of Finance and Asset Management Ron Furolo Lead Member for Finance and Asset Management | ☺ | Top floor has been placed on open market and has so far attracted one potential tenant for occupation of a third of the top floor. Heads of Terms for a five year lease have been agreed and the tenant is keen to be in the building by early January. Priority will therefore be given to ensuring the top floor is refurbished before Christmas. |

PRIORITY: CUSTOMER FOCUSED SERVICES

| Actions | 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) Look at collaborative options for the planning and environmental health services | Target date: Environmental health – December 2017 Planning - December 2017 | Head of Development Services and Head of Community Services Elaine MacTiernan Lead Member for Built Environment and Jim Mason Lead Member for Clean and Green |  | Environmental Health - Interim EH Manager secondment extended to end of Sept 2017. Collaborative opportunities continue to be explored with Cheltenham Borough Council with current focus on licensing service. Planning - Options for better collaboration will be considered following the review of the service area. |
| b) Work with partners to improve digital links between public services to make life simpler for customers. | Target date: March 2018 | Head of Corporate Services Mike Dean 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"> • New online forms are being developed to improve the way the council works with Ubico. • The reception redesign may open up potential digital opportunities between partners. • The introduction of Office 365 will provide collaborative working opportunities. • The property services help desk is accessible to all PSC customers. |

PRIORITY: CUSTOMER FOCUSED SERVICES

| Actions | Target date | Reporting Line | Progress to date | Comment |
|--|----------------------------|--|------------------|---|
| Objective 5. To improve customer access to our services and service delivery through digital methods. | | | | |
| a) Deliver a Digital Strategy. | Target date: March 2018 | Head of Corporate Services Mike Dean 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) Improve and increase the range of digital payment channels available for our customers | Target date: March 2018 | Head of Finance and Asset Management Mike Dean Lead Member for Customer Focus | ☺ | Implementation of Paypoint system is expected by November with sundry debts going live first followed by Revenues in the new year. This will require the bar coding of all invoices with payments being taken at various shops across the Borough. This will replace the expensive Giro payment system which is being withdrawn later this year and reduce dependence on a central cash office function. Replacement of income system will offer increased ability for the council to offer other forms of payment including the completion of on-line Direct Debit mandates and recurring card payments. Anticipated that these aspects of the new system will go live in the new year. |
| c) To improve business continuity, migrate to cloud based Office 365 | Target date: December 2017 | Head of Corporate Services Mike Dean Lead Member for Customer Focus | ☺ | Migrating all staff and members to Office 365 is progressing well with all to be migrated by August. Phase two of the project will be to look at the remaining features and what will work best for each service. The overall project to be completed by the end of the calendar year. |

Key performance indicators for priority: Customer focused services

| KPI no. | KPI description | Outturn 2016-17 | Target 2017-18 | Outturn Q1 2017-18 | Outturn Q2 2017-18 | Outturn Q3 2017-18 | Outturn Q4 2017-18 | Direction of travel | Traffic light icon | Comment | Portfolio Lead / Head of service |
|---------|--|-----------------|----------------|--------------------|--------------------|--------------------|--------------------|---------------------|--------------------|--|---|
| 16 | Total enquiries logged by the Area Information Centre (AIC). | 1595 | | 338 | | | | | | Bishops Cleeve 72 Brockworth 147 Churchdown 53 Winchcombe 66 <hr/> Total 338 | Lead Member Customer Focus/ Graeme Simpson |

Key performance indicators for priority: Customer focused services

| KPI no. | KPI description | Outturn 2016-17 | Target 2017-18 | Outturn Q1 2017-18 | Outturn Q2 2017-18 | Outturn Q3 2017-18 | Outturn Q4 2017-18 | Direction of travel | Traffic light icon | Comment | Portfolio Lead / Head of service |
|---------|---|-----------------|----------------|--------------------|--------------------|--------------------|--------------------|---------------------|--------------------|---|---|
| 17 | Total number of people assisted within the borough by Citizens Advice Bureau (CAB). | 1372 | | 383 | | | | | | Heaviest demand was for Brockworth at 54 (14%). The following five wards represent 195 (51%) of all clients seen: Brockworth: 54 clients Churchdown St Johns: 40 clients Cleeve St Michaels: 39 clients Tewkesbury Priors Park: 36 clients Ashchurch with | Lead Member Economic Development /Promotion / Annette Roberts |

| | | | | | | | | | | | |
|----|---|----------|--|---------|--|--|--|--|--|--|--|
| | | | | | | | | | | <p>Walton Cardiff: 26 clients</p> <p>685 issues raised compared to 645 for the same period last year, with 78% being about:</p> <p>Benefits 26% Debt 22% Employment 11% Relationships 11% Housing 8%</p> <p>Please note that statistics have also been requested at a parish level, in line with members' requests. Full information will be provided through a Member Update.</p> | |
| 18 | Financial gain to clients resulting from CAB advice | £390,717 | | £77,593 | | | | | | <p>During the quarter, clients have benefitted from £77,593 of financial gains.</p> | <p>Lead Member Economic Development /Promotion / Annette Roberts</p> |

Key performance indicators for priority: Customer focused services

| KPI no. | KPI description | Outturn 2016-17 | Target 2017-18 | Outturn Q1 2017-18 | Outturn Q2 2017-18 | Outturn Q3 2017-18 | Outturn Q4 2017-18 | Direction of travel | Traffic light icon | Comment | Portfolio Lead / Head of service |
|---------|---|-----------------|----------------|--------------------|--------------------|--------------------|--------------------|---------------------|--------------------|---|---|
| 19 | Number of reported enviro crimes | 1359 | 1000 | 353 | | | | ↑ | ☺ | Figures for Q1 down compared with same time frame for previous year | Lead Member Clean and Green Environment/ Peter Tonge |
| 20 | Community groups assisted with funding advice | 349 | | 46 | | | | | | <p>Since 2015 community groups have been supported by the Borough to receive £760,093 in grants from external funders.</p> <p>In quarter 1 of 2017-2018 the council supported groups to raise £36,970 in external grants.</p> <p>In addition the council organised a funding fair with 112 attendees.</p> | Lead Member Economic Development /Promotion / Annette Roberts |

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|----|--|----------------|--|----------------|--|--|--|--|--|---|---|
| 21 | Benefits caseload: a) Housing Benefit b) Council Tax Support | 3,974 4,552 | | 3,971 4,536 | | | | | | The number of benefit claimants continues to fall albeit slowly. The trend is downwards. It is anticipated that the Housing Benefit case load will continue to fall but at a faster rate from 6 December 2017 as new claims are filtered across Universal Credit. | Lead Member Finance and Asset Management / Richard Horton |
|----|--|----------------|--|----------------|--|--|--|--|--|---|---|

Key performance indicators for priority: Customer focused services

| KPI no. | KPI description | Outturn 2016-17 | Target 2017-18 | Outturn Q1 2017-18 | Outturn Q2 2017-18 | Outturn Q3 2017-18 | Outturn Q4 2017-18 | Direction of travel | Traffic light icon | Comment | Portfolio Lead / Head of service |
|---------|---|-----------------|----------------|--------------------|--------------------|--------------------|--------------------|---------------------|--------------------|---|---|
| 22 | Average number of days to process new benefit claims | 16.19 | 16.19 | 13.22 | | | | ↑ | 😊 | The benefits team has made an excellent start to the year and new claims are being processed well below last year's times. The national average is 21 days. | Lead Member Finance and Asset Management / Richard Horton |
| 23 | Average number of days to process change in circumstances | 5.30 | 5.30 | 4.27 | | | | ↑ | 😊 | Currently performing at 4.27 days which is very healthy. The national average is 9 days. | Lead Member Finance and Asset Management / Richard Horton |

| | | | | | | | | | | | |
|----|-------------------------------------|--------|-----|--------|--|--|--|---|---|---|--|
| 24 | Percentage of council tax collected | 98.24% | 98% | 29.63% | | | | ↑ | 😊 | Council tax collection is up on last year (29.45%) seeing a significant growth in new properties. Well on target to achieving the final years target. | Lead Member Finance and Asset Management/ Richard Horton |
| 25 | Percentage of NNDR collected | 98.97% | 98% | 33.85% | | | | ↑ | 😊 | Business rates collection is up on last year 32.01%. Well on target to achieving the final years target. | Lead Member Finance and Asset Management/ Richard Horton |

Key performance indicators for priority: Customer focused services

| KPI no. | KPI description | Outturn 2016-17 | Target 2017-18 | Outturn Q1 2017-18 | Outturn Q2 2017-18 | Outturn Q3 2017-18 | Outturn Q4 2017-18 | Direction of travel | Traffic light icon | Comment | Portfolio Lead / Head of service |
|---------|---|-----------------|----------------|--------------------|--------------------|--------------------|--------------------|---------------------|--------------------|---|------------------------------------|
| 26 | Number of anti-social behaviour incidents | 2443 | | 598 | | | | ↑ | | ASB incidents were reduced in April and May but an increase of incidents in June resulted in a 3% decrease overall (16/17) when compared to the same like for like period in the previous year. | Lead Member Community/ Peter Tonge |
| 27 | Number of overall crime incidents | 3070 | | 858 | | | | ↓ | | In line with the recently reported national statistics there has been a 15% increase in overall crime when compared to the like for like period of the previous year. | Lead Member Community/ Peter Tonge |

| | | | | | | | | | | | | |
|----|--|------|-----|------|--|--|--|--|---|---|---|--|
| 28 | Average number of sick days per full time equivalent | 7.79 | 7.0 | 1.31 | | | | | ↑ | 😊 | Overall total working days lost has reduced by 75.55% (228.1 days to 436.2 in 16/17). This is due to a fall in long term sickness levels. The average number of days lost per employee is 1.31 days (2.56 days in 16/17). Equating to 5.25 days per year. | Lead Member Organisational Development/ Graeme Simpson |
|----|--|------|-----|------|--|--|--|--|---|---|---|--|

Key performance indicators for priority: Customer focused services

| KPI no. | KPI description | Outturn 2016-17 | Target 2017-18 | Outturn Q1 2017-18 | Outturn Q2 2017-18 | Outturn Q3 2017-18 | Outturn Q4 2017-18 | Direction of travel | Traffic light icon | Comment | Portfolio Lead / Head of service |
|---------|--|-----------------|----------------|--------------------|--------------------|--------------------|--------------------|---------------------|--------------------|---|--|
| 29 | Percentage of waste recycled or composted | 53.29% | 52% | 58.44% | | | | ↑ | 😊 | Both outturns are positive and a good start to the year despite problems with the missed collections. Missed collections can often be collected by a sweep-up vehicle resulting in a reduction in performance so it is promising that despite the collection issues, the performance has not suffered. The extra publicity carried out in the press, social | Lead Member Clean and Green Environment/ Peter Tonge |
| 30 | Residual household waste collected per property in kgs | 411kg | 430kg | 92.72kgs | | | | ↑ | 😊 | | Lead Member Clean and Green Environment/ Peter Tonge |

| | | | | | | | | | | | | |
|----|-------------------------------------|-------------------------|-------------|------|--|--|--|--|---|--|---|---|
| | | | | | | | | | | media, borough news, and the calendar / information mail out has most likely given the recycling and landfill diversion a boost as a secondary side effect to the important information which was the primary reason for the communications. The council will benefit financially from additional recycling credits from landfill diversion. | | |
| 31 | Food establishments hygiene ratings | Not measured previously | 5% baseline | 4.82 | | | | | ↑ | 😊 | Food premises with two star ratings and below are not compliant with food safety requirements, and our target is for only 5% of businesses to fall within this non-compliance. These premises require focused intervention to increase compliance. | Lead Member Clean and Green Environment/ Peter Tonge |