

## Council Plan Performance Tracker and Key Performance Indicators 2017-18 Progress Report (Quarter 2)

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	Target date	Responsible Officer/Group	Progress to date	Comment
<b>Objective 1. Start on the path to being financially independent of the government's core grants.</b>				
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, review of the planning service and compliance with the new General Data Protection Regulations.
b) Implement a Fees and Charges Strategy to maximise return in the medium term.	Target date: February 2018-April 2017	Head of Finance & Asset Management Ron Furolo Lead Member for Finance and Asset Management	✓	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.

**PRIORITY: FINANCE AND RESOURCES**

Actions	Target date	Responsible Officer/Group	Progress to date	Comment
<b>Objective 1. Start on the path to being financially independent of the government's core grants.</b>				
c) Produce a balanced budget in light of elimination of the revenues support grant.	Target date: February 2018	Head of Finance and Asset Management  Ron Furolo Lead Member for Finance and Asset Management	☺	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.
<b>Objective 2. Maintain a low council tax.</b>				
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.

**PRIORITY: FINANCE AND RESOURCES**

Actions	Target date	Responsible Officer/Group	Progress to date	Comment
<b>Objective 3. Investigate and take appropriate commercial opportunities.</b>				
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	☺	The council has been successful in acquiring an additional two properties to add to the portfolio at a cost of circa £7.7m with an average net initial yield of 6.54%. Work is ongoing to secure additional properties with the balance of monies available.
b) Undertake a review of the discretionary trade waste service to ensure it is operating on a viable commercial level.	Target date: <del>April 2017</del> <del>July 2017</del> <del>August 2017</del> April 2018	Head of Community Services  Jim Mason Lead Member for Clean and Green Environment	☹	The final report from the APSE review was provided in mid October and officers are considering the options presented in the report as a way forward.  A separate marketing project is being undertaken to look at the way the service is marketed and how we can increase the number of businesses who use the service. This project will run for three months before and will feed into this review.

**PRIORITY: FINANCE AND RESOURCES**

Actions	Target date	Responsible Officer/Group	Progress to date	Comment
<b>Objective 4. Use our assets to provide maximum financial return.</b>				
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	☹	Interest in the site remains good and active from developers, retailers and housing providers. However, work to firm up a course of action and delivery programme has slipped due to capacity issues. Management is looking to bring in additional resource with the appropriate skills to support the project and move it forward.
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 second quarter has included: <ul style="list-style-type: none"> <li>• Completion of the replacement of equipment at Vineyards play area, Tewkesbury</li> <li>• Contract for refurbishment of top floor of PSC signed and work underway</li> <li>• Detailed design work for ground floor refurbishment undertaken</li> <li>• Lease heads of terms agreed with tenant for top floor of PSC</li> <li>• Negotiations commenced with DWP to renew lease within PSC</li> <li>• Decision to sell land at Lincoln Green Lane ratified at Council</li> <li>• Potential disposals at Staverton and Bishops Cleeve investigated</li> </ul>

### 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%	94.70%			↑	☺	There is always a drop during the summer as more people take leave and this causes slight delays in authorising. However, the indicator is still above target.	Lead Member Finance and Asset Management/ Simon Dix
2	Outstanding sundry debt in excess of 12 months old.	£33,566	£50,000	£38,317	£43,351			↓	☺	One debt is for £10,973 and Legal is close to a resolution. Another one for £8,154 is with the service manager for a final decision, which leaves the underlying debt at £24,224. This is being looked at with the service areas to reduce the figure by the end of the year.	Lead Member Finance and Asset Management/ Simon Dix

**PRIORITY: ECONOMIC DEVELOPMENT**

Actions	Target date	Reporting Officer/Group	Progress to date	Comment
<b>Objective 1. Be the primary growth engine of Gloucestershire's economy.</b>				
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 this quarter:</p> <ul style="list-style-type: none"> <li>• Building Design Partnership (BDP) progressing development masterplan for M5 J9/A46 area.</li> <li>• Follow up 1-2-1 meetings with businesses following the business event held at J9</li> <li>• Growth Hub development (see below)</li> <li>• New business grant scheme available online</li> <li>• Draft Tewkesbury shop front guide produced</li> <li>• Production of tourism marketing plan for Winchcombe</li> <li>• New tourism leaflet in production to support new trails</li> <li>• LEADER funding continuing to be allocated – increased grants now available</li> <li>• In partnership with Cotswold Tourism, running conference training for hospitality sector</li> <li>• Hosted 'Going the Extra Mile' a county run initiative</li> </ul>
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	☺	<ul style="list-style-type: none"> <li>• The Due Diligence business case has been submitted to the Local Enterprise Partnership (LEP) board.</li> <li>• Architect designs and survey work is being completed.</li> <li>• The funding agreement and other documentation relevant to the successful delivery of the hub is now in progress.</li> <li>• Report approved at August Executive Committee - providing an update on Growth Hub delivery and a request for delegated powers</li> </ul>

**PRIORITY: ECONOMIC DEVELOPMENT**

Actions	Target date	Reporting Officer/Group	Progress to date	Comment
<b>Objective 2. Identify and deliver employment land within the borough.</b>				
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. The Inspector's final report was received in October 2017 and will be taken to Tewkesbury Council on 5 December 2017. Final adoption is targeted for winter 2017/18.
	Borough plan target date: <del>Winter 2017</del> Spring/ Summer 2019		☹	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 January 2018 before going out to public consultation in February 2018.

**PRIORITY: ECONOMIC DEVELOPMENT**

Actions	Target date	Reporting Officer/Group	Progress to date	Comment
<b>Objective 3. Maximise the growth potential of the M5 junctions within the borough.</b>				
a) Produce a vision for the J9 area.	Target date: <del>March 2017</del> March 2018	Head of Development Services Rob Bird Lead Member for Economic Development/Promotion	☺	Thinking Places and BDP have been commissioned and have been looking at a vision for the area and an early concept masterplan for potential delivery of development in the area. The Thinking Place vision will launch in the new year.
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	☺	Thinking Places has completed its consultation and work in regard to creating a vision for J9 and the wider area. BDP have begun its work in relation to the masterplan concept.
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 was submitted in September for funding to create an all ways M5 junction 10 with associated improvements. At the time of writing we are awaiting feedback as to whether the bid has been successful or not.



**PRIORITY: ECONOMIC DEVELOPMENT**

Actions	Target date	Reporting Officer/Group	Progress to date	Comment
<b>Objective 4. Deliver regeneration for Tewkesbury town.</b>				
a) Develop a regeneration plan for Tewkesbury Town.	Target date: April 2018	Head of Development Services  Elaine MacTiernan Lead Member for Built Environment	☺	The Tewkesbury Town Regeneration Partnership has been re-launched (incorporating the Riverside Partnership) with revised terms of reference and new membership.  Working Groups have been formed to take individual projects forward. <ul style="list-style-type: none"> <li>• Riverside project</li> <li>• Funding group</li> <li>• A masterplan overview group to deliver a refresh of the masterplan for Tewkesbury town centre.</li> </ul>
b) Deliver a programme with partners to progress Healings Mill and other key sites to support the regeneration of Tewkesbury.	Target date: <del>September 2017</del> January 2018	Head of Development Services  Rob Bird Lead Member for Economic Development/ Promotion	☹	Following the site not being sold in the summer, discussions are now being sought with developer, to ascertain the potential of the site.
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 Tewkesbury Town Traders retail group has been formed in Tewkesbury and is led by local businesses.

d) Explore with partners – including the Battlefield Society – the potential to increase the heritage offer at the Battlefield site.	Target date: Complete feasibility -December 2017.	Head of Development Services Rob Bird Lead Member for Economic Development/ Promotion	😊	As a result a feasibility assessment is now in progress investigating the potential heritage offer.
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### 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
4	Claimant unemployment rate.	1.0%		0.9%	0.9%					0.9% relates to 475 people within the borough. This rate is below the county rate of 1.0%  (Source: ONS Sept 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	11,808 (Q1 & Q2: 21,559)			↑	😊	In addition there were 1,117 visitors to the Heritage Centre. Overseas visitors in Tewkesbury are up 9%.	Leader Member Economic Development/ Annette Roberts
8	Number of visitors to Winchcombe Tourist Information Centre (TIC)	10,316	10,000	4,002	4,233 (Q1 & Q2: 8,235)			↑	😊	Overseas visitors in Winchcombe are up 20%.	Leader Member Economic Development/ Annette Roberts

## PRIORITY: HOUSING

Actions	Target date	Reporting Officer/Group	Progress to date	Comment
<b>Objective 1. Increase the supply of suitable housing across the borough to support growth and meet the needs of our communities.</b>				
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. The Inspector's final report was received in October 2017 and will be taken to Tewkesbury Borough Council Meeting on 5 December 2017.

<p>b) Develop the Tewkesbury Borough Plan .</p>	<p>Target date: <del>Winter 2018</del> Spring/ Summer 2019</p>	<p>Head of Development Services</p> <p>Elaine MacTiernan Lead Member for the Built Environment</p>	<p>☹</p>	<p>The timetable for the Tewkesbury Borough Plan (TBP) 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>It is anticipated that Council approval for the Preferred Options Borough Plan will take place in December 2017.</p> <p>Estimated timetable for the TBP to adoption is:</p> <ul style="list-style-type: none"> <li>• Preferred Options Consultation- Early 2018</li> <li>• Pre-Submission Consultation- Summer 2018</li> <li>• Submission to Secretary of State- Summer/ Autumn 2018</li> <li>• Examination in Public- Winter 2018/19</li> <li>• Adoption- Spring/ Summer 2019</li> </ul>
<p>c) Support Neighbourhood Development Plans (NDP) across the borough where communities bring them forward.</p>	<p>Target date: March 2018</p>	<p>Head of Development Services</p> <p>Elaine MacTiernan Lead Member for the Built Environment</p>	<p>☺</p>	<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 has now been formally 'made' by the Council.</p> <p>Twynning NDP has now been submitted for examination and the examiner's report is expected in November 2018.</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 neighbourhood plan groups. Two new neighbourhood areas have been designated recently at The Leigh and Stoke Orchard and Tredington.</p>

**PRIORITY: HOUSING**

Actions	Target date	Reporting Officer/Group	Progress to date	Comment
<b>Objective 2. Achieve a five year supply of land.</b>				
<p>a) Ensure adequate land is allocated within the Joint Core Strategy and Tewkesbury Borough Plan to meet housing needs.</p>	<p>Target date: Winter 2017</p>	<p>Head of Development Services  Elaine MacTiernan Lead Member for the Built Environment</p>	<p>😊</p>	<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. The Inspector's final report was received in October 2017 and will be taken to Tewkesbury Borough Council Meeting on 5 December 2017. Final adoption is targeted for winter 2017/18.</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> <p>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.</p>
<p>b) Continue to promote sustainable development throughout the borough.</p>	<p>Target date: Winter 2017</p>	<p>Head of Development Services  Elaine MacTiernan Lead Member for the Built Environment</p>	<p>😊</p>	<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.</p>

**PRIORITY: HOUSING**

Actions	Target date	Reporting Officer/Group	Progress to date	Comment
<b>Objective 3. Deliver the homes and necessary infrastructure to create new sustainable communities in key locations.</b>				
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.
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 master planning project has started and consultants 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.

**PRIORITY: HOUSING**

Actions	Target date	Reporting Officer/Group	Progress to date	Comment
<b>Objective 4. Deliver affordable homes to meet local need.</b>				
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 many of our actions for year one of the homeless strategy. Activity this quarter includes: <ul style="list-style-type: none"> <li>• Achieved 73% in the peer review. The council is now able to make an application for our first bronze award.</li> <li>• Lead authority on Places of Safety contract</li> <li>• Housing services, housing options/homelessness form updated</li> <li>• Housing services website successfully updated.</li> <li>• Discussions being had with policy colleagues to research and gather data to establish affordable housing policies for the Borough Plan.</li> </ul>
b) Deliver 150 affordable homes each year.	Target date: 31 March 2018	Head of Community Services Elaine MacTiernan Lead Member for the Built Environment	☺	Q2 has delivered 26 new affordable properties built including properties in Bishops Cleeve, Longford and Brockworth. They comprise of seven social rented, 16 affordable rented and three shared ownership. This gives a total of 85 to date this year, which is ahead of the target.
c) Work in partnership to prevent residents becoming homeless.	Target date: 31 March 2018	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 Police Crime Commissioner, Glos County, and the Glos Clinical Commissioning Group to provide a housing first model for rough sleepers. This will lead on many of the actions in our multi agency financial inclusion partnership, as well as working closely within internal partners such as Revenues and Benefits to make best use of the Discretionary Housing Payments funds.  We are now the lead authority for the Places of Safety Project for victims of Domestic Abuse and negotiations have facilitated the continuation of the Sanctuary Scheme/target hardening for victims of violence who wish to remain in their own homes until July 2018.

## 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
9	Total number of homeless applications presented	119		28	23 (Q1 & Q2: 51)			↔		The number of households presenting as homeless during the second quarter has fallen slightly on the previous quarter.	Lead Member Health and Wellbeing/ Peter Tonge
10	Total number of homeless applications accepted	61		16	10 (Q1 & Q2: 26)			↔		The number of accepted homeless applications has fallen slightly on previous quarter	Lead Member Health and Wellbeing/ Peter Tonge
11	Total number of active applications on the housing register	<b>2196</b> 1196 – 1 bed 668 – 2 bed 231 – 3 bed 83 – 4 bed 15 – 5 bed 3 – 6 bed+		<b>2367</b> 1283 – 1 bed 725 – 2 bed 245 – 3 bed 96 – 4 bed 15 – 5 bed 3 – 6 bed	<b>2017</b> 1066 – 1 bed 632 – 2 bed 226 – 3 bed 76 – 4 bed 15 – 5 bed 2 – 6 bed					The breakdown of bands is: Gold – 101 Silver – 500 Bronze – 1373 Emergency - 43 The numbers registered with Choice Based Lettings have fallen following a review and removal of dormant applications in September 2017.	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
12	Total number of homeless prevention cases	187		62	45 (Q1 & Q2: 107)			↑		This has been a successful quarter for preventing both homeless applications and homeless acceptances through positive interventions.	Lead Member Health and Wellbeing/ Peter Tonge
13	Percentage of 'major' applications determined within 13 weeks or alternative period agreed with the applicant.	82.50%	80%	90.90%	80%			↓	😊	Target being met. Small decrease on Q1 out-turn due to small number of applications approved out of time. Performance expected to improve over the year to exceed last years out-turn.	Lead Member Built Environment/ Annette Roberts
14	Percentage of 'minor' applications determined within 8 weeks or alternative period agreed with the applicant.	70.55%	90%	66.04%	68.29%			↓	😊	Significantly below target but improvement on Q1 performance. This is reflective of the senior officer focus on major applications and the reduced capacity at Planning Officer level. This indicator is expected to improve significantly following recent recruitment and improvement work currently being undertaken with Planning Advisory Service.	Lead Member Built Environment/ Annette Roberts

15	Percentage of 'other' applications determined within 8 weeks or alternative period agreed with the applicant.	88.66%	90%	90.19%	90.15%				↑	😊	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
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### PRIORITY: CUSTOMER FOCUSED SERVICES

Actions	Target date	Reporting Line	Progress to date	Comment
<b>Objective 1. Maintain and improve our culture of continuous service improvement.</b>				
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	😊	The main phase of the Revenues and Benefits team restructure has taken place. A new management structure is in place and overall the team has been reduced by 1.5 FTE.  The structure will be continually assessed, particularly in light of the rollout of Universal Credit. Improvements to processes are taking place, including improved staff engagement, policy reviews and customer focus activities such as e-billing, pilot of webchat and online forms are in the pipeline..
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	😊	We are currently on target to deliver this action plan. Achievements include: <ul style="list-style-type: none"> <li>• Issue of 20 fixed penalty notices</li> <li>• Decrease in number of fly-tipping incidents in areas previously targeted continues.</li> <li>• Signage and targeted intervention increased in other hot spot areas including recycling bank facilities</li> </ul>

				<ul style="list-style-type: none"> <li>• Consultation of Public Space Protection Order (PSPO) for dog fouling underway</li> <li>• Initial stop and search session with partner organisations carried out in October 2017</li> </ul>
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	😊	<p>The project timescales are being met for delivery by March 2018.</p> <p>Key activities undertaken this quarter include awarding of tender for sticker licences, development of detailed communications plan and finalising terms and conditions for the change in service.</p>

**PRIORITY: CUSTOMER FOCUSED SERVICES**

<b>Actions</b>	<b>Target date</b>	<b>Reporting Line</b>	<b>Progress to date</b>	<b>Comment</b>
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**Objective 2. Develop our customer service ethos to ensure that we deliver to the needs of residents.**

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	😊	<p>The project is progressing well, and the missed bin form is now live. This form makes it significantly easier for customers to report missed bins, and for Ubico to action them.</p> <p>Other completed forms include:</p> <ul style="list-style-type: none"> <li>• Business grant application</li> <li>• Job application</li> <li>• Community support request</li> <li>• Food business application</li> </ul> <p>The team is also working to ensure the bulky waste request form is completed by the end of December.</p> <p>Report it forms, as well as FOI and complaints forms will be completed in the new year.</p>
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<p>b) Roll out a programme of customer services training for staff across the council, including an appraisal of our complaint system.</p>	<p>Target date: <del>March 2017</del> <del>September 2017</del> January 2018</p>	<p>Head of Corporate Services Mike Dean Lead Member for Customer Focus</p>	<p>😊</p>	<p>A review of our complaints system has taken place, and feedback is being used to inform the corporate online forms project.</p> <p>In addition, complaints handling training has taken place for operational managers.</p> <p>Customer services training is being organised by the customer services team leader – the date still to be arranged but aiming for the new year. Quanta will be delivering the training to all front-line staff, and it will focus on:</p> <ul style="list-style-type: none"> <li>• Dealing With Customers</li> <li>• Handling Difficult Conversations internally and with Customers</li> <li>• Staff Behaviours Towards Customers</li> <li>• Effective Communication</li> </ul>
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**Objective 3. Further expansion of the Public Services Centre (bring in other partners).**

<p>a) Deliver the Public Services Centre refurbishment project.</p>	<p>Target date: <del>March 2018</del> June 2018</p>	<p>Head of Finance &amp; Asset Management Ron Furolo Lead Member for Finance and Asset Management</p>	<p>☹️</p>	<p>Work has now commenced on the top floor with completion of the first unit scheduled for mid-December and the rest of the floor for mid-January. Detailed design work for the ground floor and externals is now coming to a conclusion with the work packages going to the market in November. The scheme costs can then be evaluated and, if delivered within budget, work will begin in January with an estimated completion date of June 2018.</p>
<p>b) To let out the top floor of the Public Services Centre.</p>	<p>Target date: March 2018</p>	<p>Head of Finance and Asset Management Ron Furolo Lead Member for Finance and Asset Management</p>	<p>😊</p>	<p>One tenant to occupy a third of the area on the top floor has been secured with occupation set for the 18 December 2017. Ongoing discussions with a potential partner for the remainder of the top floor have now ended. The vacant space remains on the market and improvements to the marketing materials and the offer will be made if necessary to secure tenants.</p>

**PRIORITY: CUSTOMER FOCUSED SERVICES**

Actions	Target date	Reporting Line	Progress to date	Comment
<p><b>Objective 4. Improve and expand our partnership both public and private sector and explore opportunities to do this.</b></p>				
<p>a) Look at collaborative options for the planning and environmental health services</p>	<p>Target date:            Environmental health – <del>December 2017</del>            April 2018            Planning - <del>December 2017</del>            April 2018</p>	<p>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</p>	<p>☹</p>	<p>Environmental Health – Collaborative opportunities will continue to be explored with neighbouring authorities during review of services following permanent appointment of environmental health manager</p> <p>Planning – Options for better collaboration continue to be explored as part of the Development Services review, which will conclude with the Community Services review to look at ways to better deliver services.</p>
<p>b) Work with partners to improve digital links between public services to make life simpler for customers.</p>	<p>Target date: March 2018</p>	<p>Head of Corporate Services            Mike Dean Lead Member for Customer Focus</p>	<p>☺</p>	<p>‘Join forces with our partners’ is one of three key priorities in our Digital Strategy. Initiatives include ;</p> <ul style="list-style-type: none"> <li>• New online forms are being developed to improve the way the council works with Ubico, as well as making it easier for customers to report, apply and pay for services.</li> <li>• The introduction of PayPoint will enable face-to-face customers to pay for things such as council tax or garden waste in their local communities, rather than having to drive to the council offices.</li> <li>• The introduction of Office 365 will provide collaborative working opportunities.</li> <li>• The property services help desk is accessible to all PSC customers.</li> </ul>

## PRIORITY: CUSTOMER FOCUSED SERVICES

Actions	Target date	Reporting Line	Progress to date	Comment
<b>Objective 5. To improve customer access to our services and service delivery through digital methods.</b>				
a) Deliver a Digital Strategy.	Target date: March 2018	Head of Corporate Services  Mike Dean Lead Member for Customer Focus	☺	<p>The Digital Strategy was approved at Executive Committee on 6 April 2016. As part of this strategy, the digital team is in the process of inviting a number of suppliers in to demonstrate what might be possible in terms of digital platforms for Tewkesbury Borough Council.</p> <p>In addition, the digital team is in the process of producing a digital story and accompanying info-graphic, which tells the story of how far the council has come in terms of digital changes. This story and info-graphic will be circulated to councillors, staff and publicised online in late November.</p>
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	☺	<p>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.</p> <p>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.</p>
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	✓	<p>Moving email to Office 365 has improved business continuity for the council.</p> <p>We no longer lose email due to hardware failures, issues through patching or ransomware.</p> <p>We also have the advantage that if we are unable to access the council offices we still have access to email and other communication applications such as Skype and news feeds.</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
16	Total enquiries logged by the Area Information Centre (AIC).	1595		338	132					<p style="text-align: right;">Q1, Q2</p> <p>Bishops Cleeve 72, 24                      Brockworth 147, 53                      Churchdown 53, 24                      Winchcombe 66, 31</p> <hr/> <p>Total 338 132</p> <p>Reduced customer attendance due to unforeseen closures of AICs - (due to sickness absence).</p>	Lead Member Customer Focus/ Graeme Simpson
17	Total number of people assisted within the borough by Citizens Advice Bureau (CAB).	1372		383	735					<p>Heaviest demand has been: Brockworth 99 clients (13.5%).</p> <p>The following five wards represent 357 (49% of all clients seen:                      Cleeve St Michaels 75 clients, Tewkesbury Priors Park 71 clients, Churchdown St Johns 60 clients and Tewkesbury Town with Mitton 52 clients.</p> <p>1,350 issues raised compared to 1,492 for the same period last year (Q1 &amp; Q2). With 78% being about:</p>	Lead Member Economic Development /Promotion / Annette Roberts

										Benefits 24% Debt 23% Employment 12% Relationships 11% Housing 8%	
18	Financial gain to clients resulting from CAB advice	£390,717		£77,593	£139,391					During the quarter, clients have benefitted from £61,798 of financial gains (£139,391 in the six months to 30 September).	Lead Member Economic Development /Promotion / Annette Roberts

### 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	176 (Q1 & Q2 529)			↑	😊	<p>Figures for the enviro crimes of noise, dog fouling and abandoned vehicles remain similar to previous reports.</p> <p>Substantial decrease in overall figure is due to sharp decrease in preliminary numbers for fly tips cleared. Review of figures is being undertaken with UBICO to check accuracy.</p>	Lead Member Clean and Green Environment/ Peter Tonge



20	Community groups assisted with funding advice	349		46	32 (Q1 & Q2 78)					Since 2015 community groups have been supported by the borough to receive £939,750 in grants from external funders.  In quarter 2 of 2017-2018 the council supported groups to raise £127,518 in external grants.	Lead Member Economic Development /Promotion / Annette Roberts
21	Benefits caseload: a) Housing Benefit b) Council Tax Support	3,974 4,552		3,971 4,536	4,000 4,461					The number of council tax support claimants has fallen during quarter 2. The housing benefit caseload has increased, but it is estimated this may start to fall during Q3 when we go live with Universal Credit Full Service.	Lead Member Finance and Asset Management / 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
22	Average number of days to process new benefit claims	16.19	16.19	13.22	15.67			↑	😊	The benefits team continues to perform well above the national average of 21 days and remain on track to meet the 2017-18 target.	Lead Member Finance and Asset Management / Graeme Simpson

23	Average number of days to process change in circumstances	5.30	5.30	4.27	3.46			↑	😊	Currently performing at 3.46 days which is very good performance. The national average is 9 days.	Lead Member Finance and Asset Management / Graeme Simpson
24	Percentage of council tax collected	98.24%	98%	29.63%	57.5%			↑	😊	Council tax collection is on track to meet the 2017-18 target.	Lead Member Finance and Asset Management/ Graeme Simpson
25	Percentage of NNDR collected	98.97%	98%	33.85%	59.4%			↑	😊	Business rates collection is on track to meet the 2017-18 target.	Lead Member Finance and Asset Management/ 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
26	Number of anti-social behaviour incidents	2443		620	601 (Q1 & Q2 1221)					Over a 12 month rolling period there has been a 7.11% decrease.	Lead Member Community/ Peter Tonge
27	Number of overall crime incidents	3070		857	901 (Q1 & Q2 1758)					Over a 12 month rolling period there has been a 10.94% increase.	Lead Member Community/ Peter Tonge

28	Average number of sick days per full time equivalent	7.79	7.0	1.31	2.57 (Q1 & Q2 3.88)			↓	☹	Overall total working days lost has increased by 96.49% (228 days Q1 to 448 in Q2). This is due to an increase in long term sickness levels. The average number of days lost per employee is 2.57 days (1.3 days in Q1). Currently equating to 10.3 days per year.	Lead Member Organisational Development/ Graeme Simpson
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### 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%	56%	57.48%			↑	☺	Both the recycling rate and the kg/hh demonstrate good performance. There is a reduction of waste sent to landfill in Q2 by 100 tonnes compared to Q1. The MRF is efficiently sorting recyclables and the levels of contamination of wrong items are low. This can range between 6-8% of the material sent for sorting in the blue bin. Suez send this	Lead Member Clean and Green Environment/ Peter Tonge
30	Residual household waste collected per property in kgs	411kg	430kg	95kg	94kg (Q1 & Q2 189)			↑	☺		Lead Member Clean and Green Environment/ Peter Tonge

										for energy recovery. Garden waste tonnages remain high throughout the summer despite a slight drop towards the end of the growing season. Food waste tonnage has increased slightly over Q1. Work will continue to keep the recyclables high, landfill low and ensuring residents know to recycle the right items into Q3 and during the Christmas period which can produce high volumes of all waste streams.	
31	Food establishments hygiene ratings	Not measured previously	5% baseline	4.82	4.36					Out of 687 food premises only 30 were rated with a two star rating or below (not compliant with food safety requirements). This is below the 5% baseline.	Lead Member Clean and Green Environment/ Peter Tonge