

Council Plan Performance Tracker and Key Performance Indicators 2017-18 Progress Report (Quarter 4)

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
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. The progress in delivering these individual projects may vary but overall the transformation programme is delivering its objectives.
b) Implement a Fees and Charges Strategy to maximise return in the medium term.	Target date: February 2018	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
Objective 1. Start on the path to being financially independent of the government's core grants.				
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	✓	Budget proposal was approved at Council on 20 February. The proposal is balanced despite the £1.6m deficit.
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 was approved at Council in December 2017. This contained an example council tax strategy which, while proposing increases on an annual basis, resulted in the council tax remaining within the lowest national quartile. The council tax set for 2018/19 was at a level of £114.36. Whilst this was a £5 (4.57%) increase, the level set remained as the fifth lowest in England for a Shire District, is £44 below the lowest quartile threshold and is £70 below the Shire District national average.

PRIORITY: FINANCE AND RESOURCES

Actions	Target date	Responsible Officer/Group	Progress to date	Comment
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	✓	The council has been successful in acquiring an additional three properties to add to the portfolio at a cost of circa £13.6m with an average net initial yield of 5.99%. Portfolio is now worth £31.09m and generates over £1.9m gross income. A net return, after deducting financing costs, of £1.15m is available to support the council budget in 2018/19. A balance of £15m is available for further investment and the Council continues to work with its advisors to identify and secure appropriate acquisitions.
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 April 2018 December 2018 (revised date)	Head of Community Services Jim Mason Lead Member for Clean and Green Environment	☹	The final report has been received. Officers are now considering the outputs, implications and any subsequent actions. A light touch marketing exercise has been commenced but is being delayed by maternity leave. This project is now being discussed with the joint waste team to ascertain if there is any benefits in working together.

PRIORITY: FINANCE AND RESOURCES

Actions	Target date	Responsible Officer/Group	Progress to date	Comment
Objective 4. Use our assets to provide maximum financial return.				
a) Put in place a plan to regenerate Spring Gardens	Target date: December 2017 September 2018 (revised date – reported to O&S 20 March)	Head of Finance and Asset Management Ron Furolo Lead Member for Finance and Asset Management	☺	Tender specification detail currently being drafted for the appointment of specialist advisors to support the council through this project. Appointment of a development partner to follow thereafter.
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 final quarter has included: <ul style="list-style-type: none"> • Completion of PSC top floor refurbishment • Agreement of scope of works and undertaking of first phase of PSC ground floor refurbishment • Architects engagement on a number of sites including MAFF and Priors Park garage site • Landlord inspection schedule established • Planned asset maintenance programme review initiated • Tenant secured for partial use of Lower Lode Depot • Digitisation of burial records

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%	94.55%	94.56%	↔	☺	The percentage has remained stable over the year and is above target for the year.	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	£47,956	£27,659	↑	☺	A lot of work has been done in Finance to clear old debts bringing the figure down to under £30k for the first time this year.	Lead Member Finance and Asset Management/ Simon Dix

PRIORITY: ECONOMIC DEVELOPMENT

Actions	Target date	Reporting Officer/Group	Progress to date	Comment
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	☺	The Economic Development and Tourism Strategy was approved at Executive committee in June 2017. Implementation of annual delivery plan – activities this quarter include: <ul style="list-style-type: none"> • Growth Hub development (see action below) • New Growth and Enterprise Manager appointed • LEADER funding continuing to be allocated • Presentation at business breakfast at Theoc House • New Battle Trail leaflet produced

				<ul style="list-style-type: none"> • New Winchcombe Marketing Plan produced and adopted by Winchcombe Town Council • Funding bid submitted to Discover England to develop new itineraries across Cotswolds
b) Develop and launch a business growth hub in the Public Services Centre	Target date: Spring 2018 July 2018 (revised date)	Head of Development Services Rob Bird Lead Member for Economic Development/Promotion	☹	<ul style="list-style-type: none"> • Build in progress • Workshop with Heads of Service and Operational Managers held • Governance structure in place • Ongoing meetings with other Hub providers • Soft opening in June/July with official launch in September

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.

a) Allocate and deliver employment land through the JCS and Tewkesbury Borough Plan.	JCS target date: Winter 2017	Head of Development Services	☺	<p>The JCS was adopted on 11th December 2017. This sets out a requirement to deliver a minimum of 192ha of B class employment land and 39,500 jobs over the plan period to 2031.</p> <p>The JCS identifies strategic allocations which include a significant amount of employment land (112ha). The plan also sets out general policies to manage the development of employment land in the Borough</p>
	Borough plan target date: Winter 2017 Spring/ Summer 2019 (previously reported to O&S)	Elaine MacTiernan Lead Member for the Built Environment	☺	<p>The Tewkesbury Borough Plan will identify further employment sites which will be informed by the Employment Land Review. 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 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.</p>

				Slight delays on the Preferred Options plan, containing employment allocations, being presented to Council. This is due to additional work being carried out with the member working group. It is anticipated to go to Council in July 2018.
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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.

a) Produce a vision for the J9 area.	Target date: March 2017 March 2018 June 2018 September 2018 (revised date)	Head of Development Services Rob Bird Lead Member for Economic Development/Promotion	☹	Following the Thinking Places consultation. Building Design Partnership (BDP) have completed their first stage report setting out opportunities for future development at the area which will lead to a masterplan for the area to underpin the work of the JCS. The publication is scheduled for this Autumn.
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 their consultation and work in regard to creating a vision for J9 and the wider area and have reported their initial findings to the J9 Members Working Group. Along with partners, a response to the DfT Road Investment Strategy (RIS 2) has been sent to highlight the importance of the M5 junctions in TBC area and Gloucestershire as a whole.
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	☺	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. This bid has been successful at stage 1 and is now moving towards further evaluation.

PRIORITY: ECONOMIC DEVELOPMENT

Actions	Target date	Reporting Officer/Group	Progress to date	Comment
Objective 4. Deliver regeneration for Tewkesbury town.				
a) Develop a regeneration plan for Tewkesbury Town.	Target date: April 2018 September 2018 (revised date)	Head of Development Services Elaine MacTierman 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. A draft masterplan has been produced and shared with the Partnership. The proposal is that this would become supplementary planning document, alongside a shop front guide.
b) Deliver a programme with partners to progress Healings Mill and other key sites to support the regeneration of Tewkesbury.	Target date: September 2017 January 2018 March 2018 September 2018 (revised date)	Head of Development Services Rob Bird Lead Member for Economic Development/Promotion	☹	Officers continue to progress discussions with relevant parties to seek to secure development. Officers have also met with the Environment Agency and Historic England on site to look at the constraints in environmental and flooding terms. A programme of action is being drawn up. A heritage based strategy for the site is being looked at to help deliver the development.
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 was formed in Spring 2017 in Tewkesbury and is led by local businesses. The Economic Development Officer regularly attends meetings to represent the Council but also to understand the retailer's aspirations.

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 April 2018 September 2018 (revised date)	Head of Development Services Rob Bird Lead Member for Economic Development/ Promotion	☹	The council is working in partnership with University of Gloucestershire to take this piece of work forward, particularly using their experience in digital media. A feasibility assessment is in progress investigating the potential heritage offer. The original target date has been extended to conclude this work.
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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%	0.8%	0.9%			0.9% relates to 475 people within the borough. This rate is below the county rate of 1.0% (Source: ONS)	Leader Member Economic Development/ Annette Roberts
5	Number of business births.	460 (2015 figure)				480 (2016 figure)					Leader Member Economic Development/ Annette Roberts
6	Number of business deaths	335 (2015 figure)				515 (2016 figure)					

7	Number of visitors to Tewkesbury Tourist Information Centre (TIC)	32,270	31,000	9,751	11,808 (Q1 & Q2: 21,559)	4,180 (Q1 - Q3: 25,739)	3,295 (Q1 - Q4 29,034)	↓	☹	Due to a wet and snowy quarter figures were slightly down on the previous year	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)	1,172 (Q1 - Q3: 9,407)	506 (Q1 - Q4 9,913)	↓	☹	Due to a wet and snowy quarter, figures were slightly down on the previous year	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	✓	All three councils adopted the JCS with Cheltenham Borough Council being the final council, on 11 December 2017.
b) Develop the Tewkesbury Borough Plan.	Target date: Winter 2018 Spring/ Summer 2019 (previously reported to O&S)	Head of Development Services Elaine MacTiernan Lead Member for the Built	☺	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. It is anticipated that Council approval for the Preferred Options Borough Plan will take place in July 2018.

		Environment		<p>Estimated timetable for the TBP to adoption is:</p> <ul style="list-style-type: none"> • Preferred Options Consultation- Summer 2018 • Pre-Submission Consultation- Autumn 2018 • Submission to Secretary of State- Winter 2018 • Examination in Public- Winter/Spring 2018/19 • Adoption- Spring/ Summer 2019
c) Support Neighbourhood Development Plans (NDP) across the borough where communities bring them forward.	Target date: March 2018	<p>Head of Development Services</p> <p>Elaine MacTiernan Lead Member for the Built Environment</p>	✓	<p>A total of 14 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 was also successfully voted through at its referendum on 1 March 2018 and has now been formally 'made by the Council.</p> <p>Alderton NDP has now been successful at examination and the Executive Committee have approved to send the plan to referendum in Summer 2018.</p> <p>A number of other plans are also advancing and officers have been working with, Ashchurch Rural, Churchdown and Innsworth, Down Hatherley, Norton and Twigworth, and neighbourhood plan groups.</p>

PRIORITY: HOUSING

Actions	Target date	Reporting Officer/Group	Progress to date	Comment
Objective 2. Achieve a five year supply of land.				
a) Ensure adequate land is allocated within the Joint Core Strategy and Tewkesbury Borough Plan to meet housing needs.	Target date: Winter 2017 (JCS) Spring/ summer 2019 (TBP)	Head of Development Services Elaine MacTiernan Lead Member for the Built Environment	☺	The JCS was adopted on 11 th December 2017. Where adequate land was allocated to meet the housing needs. It is anticipated that Council approval for the Preferred Options Borough Plan will take place in July 2018 before going out to public consultation. 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 (JCS) Spring/ Summer 2019 (TBP)	Head of Development Services Elaine MacTiernan Lead Member for the Built Environment	☺	The JCS was adopted in December 2017 and achieved its Winter 2017 target. However, the TBP will now follow the JCS and is being developed to reach adoption in Spring/Summer 2019. Therefore there has been a need to change the target date against this objective.

PRIORITY: HOUSING

Actions	Target date	Reporting Officer/Group	Progress to date	Comment
Objective 3. Deliver the homes and necessary infrastructure to create new sustainable communities in key locations.				
a) Monitor annually the delivery of homes within the borough.	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. Monitoring for the 2017/18 year is underway and the next report will be published in June 2018.
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) 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. Both projects are progressing with the input of officers. M5 J9/Ashchurch visioning (thinking place) and master planning project (BDP) will be published shortly. This will be important piece of work in determining development potential in the area that will feed into the JCS review. There is an active Junction 9 working group considering the options for the delivery of the project.

PRIORITY: HOUSING

Actions	Target date	Reporting Officer/Group	Progress to date	Comment
Objective 4. Deliver affordable homes to meet local need.				
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	✓	<p>The first year of the Homeless strategy Action Plan has now concluded. Year two action plan has agreed by the Executive committee. The new action plan is a 15 month plan to realign the plan to the municipal year rather than the calendar year.</p> <p>Successful activity this quarter includes:</p> <ul style="list-style-type: none"> • An application for Challenge 1 of the Gold Standard was submitted in December 2017 and the authority received a Bronze award and will continue working towards the Gold Standard. • Lead authority on Places of Safety contract • The county housing first service for chaotic entrenched rough sleepers is now taking referrals in year one of the three year project. • Colleague training and a new database has been introduced in preparation for the new Homelessness Reduction Act (HRA) which takes effect in April 2018. • Best practice has been discussed with the Preferred Providers for the JCS developments – allocations + enforcement
b) Deliver 150 affordable homes each year.	Target date: 31 March 2018	Head of Community Services Elaine MacTiernan Lead Member for the Built Environment	✓	<p>There have been 55 properties delivered in Q4 comprising of 31 Shared Ownership (SO), 20 Affordable Rented (AR) and four Social Rented. They have been in Highnam, Brockworth, Bishops Cleeve, Twynning, Longford, Wheatpieces, and Tewkesbury.</p> <p>We have also been notified of 6 SO (Q2, Bishops Cleeve), 19 SO (Q3, Brockworth) and three AR (Q3, Highnam) that providers had not informed us of previously. The total for 2017-18 is therefore 233.</p>

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 for: Domestic abuse services, target hardening and sanctuary work, and the housing first model. We continue to work closely within internal partners such as Revenues and Benefits and Environmental Health to make best use of the Discretionary Housing Payments funds and ensure that properties are suitable for our residents.
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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)	33 (Q1,Q2 & Q3: 84)	23 (Q1-Q4: 107)	↑		The number of households presenting as homeless during the fourth quarter has fallen slightly – and the year's total is lower than 2016/17. This is probably linked to the rise in successful homeless preventions.	Lead Member Health and Wellbeing/ Peter Tonge
10	Total number of homeless applications accepted	61		16	10 (Q1 & Q2: 26)	24 (Q1,Q2 & Q3: 50)	11 (Q1-Q4: 61)	↔		The number of accepted homeless applications has remained the same as 16/17	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	2017 1066 – 1 bed 632 – 2 bed 226 – 3 bed 76 – 4 bed 15 – 5 bed 2 – 6 bed	1886 979 – 1 bed 599 – 2 bed 222 – 3 bed 70 – 4 bed 15 -5 bed 1 – 6 bed	1939 1012 – 1 bed 614 2 bed 227 – 3 bed 71 – 4 bed 14 – 5 bed 1 - 6 bed			The breakdown of bands is: Gold – 120 Silver – 562 Bronze – 1210 Emergency - 39 The numbers registered with Choice Based Lettings have risen slightly on last quarter but remain lower than the end of last year following the review and removal of dormant applications.	Lead Member Health and Wellbeing/ Peter Tonge
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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)	57 (Q1,Q2 & Q3: 164)	63 (Q1-Q4: 227)	↑		This has been another successful quarter for preventing both homeless applications and homeless acceptances through positive interventions. We have assisted more households to avoid homelessness than previously recorded.	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%	88.51%	89.58%	↑	😊	<p>Excellent performance throughout the year with both target and last year's out-turn being exceeded. Reflects a real focus on major application workload and good relationships with customers.</p> <p>During this year a total of 48 'major' applications have been determined of which 42 were determined within 13 weeks or the agreed timescale with the applicant.</p>	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%	73.89%	78.42%	↑	😞	<p>Continued and significant improvement throughout the year, far exceeding last years out-turn.</p> <p>During this year a total of 241 'minor' applications have been determined of which 189 were determined within 8 weeks or the agreed timescale with the applicant.</p>	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%	91.11%	91.32%		😊	<p>Consistently excellent performance over the course of the year, exceeding target and improving on last year's out-turn. Speed of decisions has been positively impacted by</p>	Lead Member Built Environment/ Annette Roberts

										<p>the new technical officer posts which provides support to officers and carries out the validation of applications.</p> <p>During this year a total of 599 'other' applications have been determined of which 547 were determined within 8 weeks or the agreed timescale with the applicant.</p>	
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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>The main phase of the Revenues and Benefits team restructure is complete. A new management structure is in place supported with an overall reduction in the number of FTE within the benefits team. As routine business, the team structure will remain under review to ensure it is fit for purpose and responsive to changes resulting from legislative changes and customer requirements.</p> <p>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.</p>

<p>b) Deliver the enviro-crimes action plan, with a particular focus on fly-tipping and dog fouling</p>	<p>Target date: March 2018</p>	<p>Head of Community Services Jim Mason Lead Member for the Clean and Green Environment</p>	<p>😊</p>	<p>The requirements of the enviro crime strategy continue to be implemented. The majority of actions within the plan relate to establishing the mechanisms, procedures and joint working protocols which allow the Council to target those responsible for Enviro-Crime. These mechanisms, procedures and joint working protocols have been implemented and will now be refined based on officers experience and feedback from strategic partners.</p> <ul style="list-style-type: none"> • Officers continue to successfully issue fixed penalty notices, 24 were issued in 2017/2018 • There were six prosecutions taken in 2017/18 resulting in a total of £5052 in fines. • In March 2018 a Public Space Protection Order was approved by Executive and Full Council in April 2018. The Order requires those in control of dogs to pick up after them and be able to produce on request a means of picking up after their dog. Officers are in the process of designing a specific campaign to educate the public on the new powers. • Preliminary discussions have been held with the Police, EA and NFU regarding joint initiatives for 2018/19. Further discussions and more detailed planning will take place in April 2018
<p>c) Review garden waste arrangements to improve the renewal and payment process</p>	<p>Target date: March 2018</p>	<p>Head of Corporate Services Jim Mason Lead Member for the Clean and Green Environment</p>	<p>✓</p>	<p>To date, over 16,300 sticker licences have been purchased generating income in excess of £722k. 70% of renewals have been completed on-line. Annual renewals continue to be received on a daily basis.</p>

PRIORITY: CUSTOMER FOCUSED SERVICES

Actions	Target date	Reporting Line	Progress to date	Comment
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	☺	A number of self-serve forms have been updated during the year, for example; <ul style="list-style-type: none"> • Missed bins • Business grant application • Job application • Community support request • Food business application The overall effectiveness of the website continues to be reviewed.
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 May 2018 (reported to O&S 20 March)	Head of Corporate Services Mike Dean Lead Member for Customer Focus	✓	Customer service training is now programmed for front line staff – over 50 staff will be attending training late May/early June. In addition, complaints handling training took place during 2017 for operational managers. The complaints system is well signposted and provides accurate performance monitoring and reporting information for both management team and O&S committee. This will be subject to an annual review to ensure the internal processes continue to operate effectively.

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: March 2018 June 2018 August 2018 (reported to O&S 20 March)</p>	<p>Head of Finance & Asset Management Ron Furolo Lead Member for Finance and Asset Management</p>	<p>😊</p>	<p>Refurbishment works to top floor has now been completed. Works to the ground floor and entrance to offices now agreed within the allocated finances. Works commenced 1st February with an estimated programme of 29 weeks. Reception areas and business hub to be completed by the middle of June with civic suite and externals completed by the end of August.</p>
<p>b) To let out the top floor of the Public Services Centre.</p>	<p>Target date: March 2018 December 2018 (revised date)</p>	<p>Head of Finance and Asset Management Ron Furolo Lead Member for Finance and Asset Management</p>	<p>☹️</p>	<p>No tenants have come forward from the market to occupy the remaining two units of top floor. New agents to be appointed in the first quarter 2018-19. Refurbished top floor space being used as civic suite through ground floor refurbishment works therefore space unavailable for new tenants to occupy the area until September.</p>

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 April 2018 July 2018 (reported to O&S 20 March) Planning - December 2017 April 2018	Head of Development Services and Head of Community Services Elaine MacTierman Lead Member for Built Environment and Jim Mason Lead Member for Clean and Green	<div style="text-align: center;">☺</div> <div style="text-align: center;">✓</div>	The structure of the Environmental Health team is under review. Development services review has been approved and is being implemented with posts being appointed to in relation to the Planning Partnership with Gloucester. The Growth & Enterprise Manager has been appointed. Various options for collaboration between Environmental Health and planning are being explored particularly with reference to growth hub delivery.
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	<div style="text-align: center;">☺</div>	Initiatives delivered during the year include ; <ul style="list-style-type: none"> • New online forms 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. • The introduction of PayPoint to enable face-to-face customers to pay for things such as council tax or garden waste in their local communities. • Interim work has started on a new building control website • 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. 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. In addition, the digital team has produced a digital story and accompanying info-graphic, which tells the story of how far the council has come in terms of digital changes. This has been circulated to councillors, staff and neighbouring districts.
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 channel is now complete and payments are being received. New income system for allocating all payments has also gone live and used for the bulk of garden waste renewals.
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	✓	This constitutes phase one of the 365 project and all staff and members email have been moved onto 365.

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 (Q1 & Q2 470)	224 (Q1- Q3 694)	214 (Q1- Q4 908)			<p>Q1, Q2, Q3, Q4 Bishops Cleeve 72,24,64, 11 Brockworth 147, 53,101, 102 Churchdown 53, 24, 19, 43 Winchcombe 66, 31, 40, 58</p> <hr/> Total 338, 132, 224, 214	Lead Member Customer Focus/ Graeme Simpson
17	Total number of people assisted within the borough by Citizens Advice Bureau (CAB).	1372		383	735	1,114	1,521			<p>3,002 issues raised compared to 2,885 for the same period last year Q1-Q3). With 75% being about:</p> <p>Benefits 27% Debt 20% Employment 11% Relationships 9% Housing 8%</p> <p>Of the 1,521 clients seen this year the heaviest demand was again in Brockworth at 207 (13.5%).</p> <p>The following five wards represent 706 (46%) of all clients seen: Brockworth 207 Tewkesbury Priors Park 145</p>	Lead Member Economic Development/Promotion / Annette Roberts

Cleeve St Michael 135
Northway 110
Churchdown St Johns 109

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
18	Financial gain to clients resulting from CAB advice	£390,717		£77,593	£139,391	£198,524	£281,178			During the quarter, clients have benefitted from £82,654 of financial gains (£281,178 across the year)	Lead Member Economic Development/Promotion / Annette Roberts
19	Number of reported enviro crimes	1359	1000	353	176 (Q1 & Q2 529)	181 (Q1 & Q2 & Q3 710)	257 (Q1- Q4 967)	↑	😊	<p>Enviro-Crime figures for Q4:</p> <ul style="list-style-type: none"> fly tips- 133 (75) littering- 4 (1) dog fouling- 51 (38) abandoned vehicles- 35 (28) noise- 34 (39) <p>There is a noticeable increase in fly tips for the fourth quarter compared with the previous two quarters, however this is still significantly less than in the first quarter.</p> <p>Overall there has been a significant reduction from the previous year.</p>	Lead Member Clean and Green Environment/ Peter Tonge

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
20	Community groups assisted with funding advice	349		46	32 (Q1 & Q2: 78)	30 (Q1- Q3: 108)	45 (Q1-Q4 153)			<p>Since July 2015 community groups have been supported by the borough to receive £1,127,074 in grants from external funders.</p> <p>In quarter 4 of 2017-2018 the council supported groups to raise £126,400 in external grants.</p>	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	4,008 4,441	3,812 4,368			<p>The number of council tax support claimants has remained consistent. The Housing Benefit caseload is reducing following the move to Universal Credit but not significantly.</p>	Lead Member Finance and Asset Management/ Graeme Simpson
22	Average number of days to process new benefit claims	16.19	16.19	13.22	15.67	14.0	15.47	↑	😊	<p>The benefits team continue to perform above the national average of 21 days.</p>	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
23	Average number of days to process change in circumstances	5.30	5.30	4.27	3.46	6.0	4.43	↑	☺	Performance remains good, 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%	85.6%	97.97%	↓	☺	This has been a year of transition with a new management team in place. There have been long term absences in the team which have impacted on performance. The number of dwellings in the Borough subject to council tax also increased by 1.78% which equates to an additional 716 properties in 2017-18 which has increased the workload of the team.	Lead Member Finance and Asset Management / Graeme Simpson
25	Percentage of NNDR collected	98.97%	98%	33.85%	59.4%	84.8%	98.56%	↔	☺	NNDR (Business Rates) collection is above target and more or less on par with 2016/17.	Lead Member Finance and Asset Management / Graeme Simpson

26	Number of anti-social behaviour incidents	2443		615	600 (Q1- Q2: 1215)	501 (Q1- Q3: 1716)	412 (Q1- Q4:2128)	↑		Over a rolling 12 mth period there has been a decrease in incidents of 8.6% Some of the decrease can be attributed to proactive interventions by The Anti-social Behaviour Group. Also note that anti-social behaviour figures have decreased nationally.	Lead Member Community/ Peter Tonge
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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
27	Number of overall crime incidents	3070		851	893 (Q1- Q2 1744)	793 (Q1- Q3: 2537)	777 (Q1- Q4 3314)	↓		Over a 12 mth rolling period there has been an increase of 7.3% Important points for interpreting figures An increase in the number of crimes recorded by the police does not necessarily mean the level of crime has increased. A change in the way burglaries have been recorded nationally may have contributed to the rise in the figures. Crime figures nationally remain relatively stable	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)	3.39 (Q1- Q3: 7.4)	2.73 (Q1-Q4 10.5)	↓	☹️	Total sick days to Qtr 4 = 1838 (1323). Comprising long term 1048.2 (484.1) and short term 789.8 (839.4) – previous year's figures in brackets. Long term sickness equates to av 6.02 days and short term 4.48 days.	Lead Member Organisational Development/ Graeme Simpson
29	Percentage of waste recycled or composted	53.29%	52%	56%	57.48%	55.95%	54.55%	↑	😊	Whilst there has been a slight decrease in recycling this quarter and the corresponding increase in residual waste collected this is likely attributed to the poor weather at the start of the year. Whilst this is the case figures are still positive compared to the previous year and are above target	Lead Member Clean and Green Environment/ Peter Tonge
30	Residual household waste collected per property in kgs	411kg	430kg	95kg	94kg (Q1-Q2 189KG)	94kg (Q1- Q3: 283KG)	97.3kg (Q1-4) 380kg	↑	😊		Lead Member Clean and Green Environment/ Peter Tonge
31	Food establishments hygiene ratings	Not measured previously	5% baseline	4.82	4.36	4.30	4.83			There are 629 food hygiene rated premises. Of this 29 are below a food hygiene rating of three meaning improvement is necessary.	Lead Member Clean and Green Environment/ Peter Tonge