

Appendix 1 - Council Plan Performance Tracker and Key Performance Indicators 2018-19 Progress Report

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. Seek to be financially independent of the government's core grants.				
a) Deliver the council's transformation programme to deliver a balanced budget.	Target date: March 2019	Corporate Leadership Team (CLT) Lead Member for Organisational Development	😊	Since the implementation of the Transformation Programme in 2014, a number of significant projects have been successfully delivered, for example; new leisure centre, new website, commercial property investments etc. The programme currently includes a number of projects across the key themes of the programme which all have different delivery dates. The March 2019 target date is therefore an annual date and will reflect the success of the programme in that financial year. With regards to current performance, a couple of key projects are in their final stages and fundamentally complete. These are the Public Service Centre refurbishment (incl Growth Hub) and the garden waste project. With regards to the latter, this has seen income generated of nearly £780k (against a budget of £690k) through the sale of over 17,100 sticker licences with nearly 70% of transactions being completed on-line. Emerging projects

				include the potential for a car pool, customer relationship management system and a new commercial approach to support delivery of services.
PRIORITY: FINANCE AND RESOURCES				
Actions	Target date	Responsible Officer/Group	Progress to date	Comment
Objective 1. Seek to be financially independent of the government's core grants.				
b) Maximise retention around business rates.	Target date: March 2019	Head of Finance & Asset Management Lead Member for Finance and Asset Management	☺	Initial figures for the Q1 outturn position of the Gloucestershire pilot suggest that both Tewkesbury individually and the Gloucestershire Pilot overall are performing well and are in line with expectations. It should however be noted that the retained business rates scheme can be extremely volatile and there is a long time to go before the council can be confident about the success of the pilot.
c) Work to reduce the council's deficits, outlined in the Medium Term Financial Strategy (MTFS).	Target date: December 2018	Head of Finance and Asset Management Lead Member for Finance and Asset Management		The first quarter has seen resources dedicated to ensuring the accounts were successfully closed and approved. Attention now turns in the second quarter to reviewing the councils MTFS position, with the intention of delivering a report to council in December and carrying out detailed assessment of the 2019/20 budget position.
Objective 2. Maintain a low council tax.				
a) Produce a Medium Term Financial Strategy which ensures that council tax remains in the lowest quartile nationally.	Target date: December 2018	Head of Finance & Asset Management Lead Member for Finance and Asset Management	☺	Work currently being undertaken to forecast future financial position. This will continue through the summer and into the Autumn before MTFS is drafted for Executive and Council approval in the Winter. Tewkesbury remains the fifth lowest council tax for an English District authority in 2018/19 at £114.36 per annum for a Band D household. This is £43 below the lowest quartile threshold.

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 2019	Corporate Leadership Team (CLT) Lead Member for Organisational Development and Lead Member for Finance and Asset management	☺	The Council approved a further £12m of funding for this initiative in January 2018, giving a total of £15.7m to be invested. Within the first quarter, the Council has been successful in identifying and securing two properties to add to its portfolio. Total investment in these two properties is £8.5m and when the transactions have been completed, the portfolio will stand at £39.5m producing a gross income of about £1.9m and a projected net return of £850k this year however the net return drops over the years because the minimum revenue provision increases year by year (so by 2020-21 it's projected to be £825k net return). A total of £7.2m is left to be invested.
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 April 2019 (revised target date)	Head of Community Services Lead Member for Clean and Green Environment	☹	There were key market factors which caused delay of the report, these were not initially envisaged. The potential for collaborative working around trade waste will initially be discussed at Senior Management Group of Joint Waste Team on 20 September 2018 to determine if there is a business case for one or more local authorities within the county to liaise with Ubico regarding a trade waste service.
c) Explore opportunities to increase commercial activity in all services.	Target date: March 2019	Heads of service Deputy Chief Executive / Lead member for Finance and Asset Management.		This project will look to create an overarching 'commercial strategy' for the organisation. It will constitute two main sections – maximising cost recovery opportunities within the organisation and exploring opportunities for income generation. This strategy will not include direct reference the commercial property investment portfolio, which is managed separately.

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) Explore options for the regeneration of Spring Gardens.	Target date: December 2017 September 2018 (revised date – reported to O&S 20 March)	Head of Finance and Asset Management Lead Member for Finance and Asset Management	☺	Following detailed interviews an advisor has now been appointed with work starting at the beginning of September. The subsequent phase of activity, between September and February, will be for the appointed advisor to review the project and recommend options for taking it forward. The target date for this objective will be amended at the quarter two performance report, subject to the successful appointment of an advisor, to reflect this next stage.
b) Explore options for the Ministry of Agriculture, Food and Fisheries (MAFF) site.	Target date: March 2019	Head of Finance & Asset Management Lead Member for Finance and Asset Management	☺	Executive Committee have approved the disposal of this site for residential use, either standard residential development or care home. Officers are currently commissioning survey work to support an outline planning application. It is envisaged that an outline application will be submitted in the Autumn with the site being marketed for disposal on approval of planning permission.
c) Deliver the council's asset management plan.	Target date: March 2019	Head of Finance & Asset Management Lead Member for Finance and Asset Management	☺	Delivery of plan in first quarter has included: <ul style="list-style-type: none"> • Completion of large proportion of the ground floor refurbishment project, including the development of the growth hub • Securing two new tenants for the two remaining units on the top floor • Appointment to the new Property Officer role • Completion of MAFF site report • Addition of two commercial properties to portfolio

PRIORITY: PROMOTING AND SUPPORTING ECONOMIC GROWTH

Actions	Target date	Reporting Officer/Group	Progress to date	Comment
Objective 1. Deliver our strategic plans.				
a) Deliver the Economic Development and Tourism Strategy.	Target date: March 2019	Head of Development Services Lead Member for Economic Development/ Promotion	☺	<p>The Economic Development and Tourism Strategy was approved at Executive committee in June 2017.</p> <p>Implementation of annual delivery plan – activities this quarter include:</p> <ul style="list-style-type: none"> • Growth Hub development (see action below) • New Growth Hub Navigator appointed • LEADER funding continuing to be allocated and promoted. There has been £653k allocated to projects, with £534k remaining. • Successful funding bid of £250k from Cotswold Tourism (of which Tewkesbury Borough Council are a partner) submitted to Discover England to develop new tourist itineraries across Cotswolds • Successful business event to promote the role of the economic development team at Tewkesbury Borough Council and the growth hub was held at Tewkesbury Park attracting around 100 businesses. • Regular events held with business community including: business breakfasts, business delegations and 1:1 business meetings. • Working on countywide Inward Investment Bid – Final Stage. • Winchcombe ‘meet and greet’ held for tourism businesses to understand more about Cotswold Tourism and how to get more involved
b) Launch a business growth hub in the Public Services Centre.	Target date: Spring 2018 July 2018 October 2018 (Whilst the growth hub could have opened in isolation, the launch date was revised to allow	Head of Development Services Lead Member for Economic Development/ Promotion	☹	<ul style="list-style-type: none"> • Refurbishment completed- signage and fittings are in progress • Growth Hub in use for organised training and event sessions. • Official Launch event in Autumn (to enable all Civic Suite work to be completed) • Ongoing meetings with other Hub providers and businesses. • Navigator appointed <p>It was agreed that works on the wider refurbishment need to be completed prior to the hub launch to prevent noise and disturbance to</p>

	completion of the broader PSC refurbishment works)			those using the hub. A Soft launch is targeted for September, official launch to take place between September- October.
c) Conduct a retail study in partnership with Cheltenham Borough council and Gloucester City Council.	Target date: March 2019	Head of Development Services Lead Member for Economic Development/ Promotion	😊	Retail study is being procured to ascertain what the retail trends and needs are within the borough and JCS areas. The study will provide evidence to support the retail policy for the JCS.
d) Work with the Local Enterprise Partnership and other partners to contribute to the Local Industrial Strategy.	Target date: December 2018	Head of Development Services Lead Member for Economic Development/ Promotion	😊	Deputy Chief Executive is a member of the Local Industrial Strategy Steering Group (group consists of local authority and private sector reps) and continues to influence the production of the strategy. Tewkesbury Borough Council are working with the group and the LEP to help deliver the strategic action required through the Economic Development and Tourism Strategy.

PRIORITY: PROMOTING AND SUPPORTING ECONOMIC GROWTH

Actions	Target date	Reporting Officer/Group	Progress to date	Comment
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Objective 2. Deliver employment land.

a) Deliver employment land through the Joint Core Strategy (JCS) and Tewkesbury Borough Plan (TBP).	JCS target date: March 2019	Head of Development Services Lead Member for the Built Environment	😊	Following adoption of the JCS, which includes 112ha of employment land. Planning and Economic Development officers work to promote employment land in the borough. The take up of employment land will be monitored in the Authority Monitoring Report.
	Borough plan target date: Spring/ Summer 2019 (previously reported to O&S) December 2019		😞	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 have been assessed to see if they would make sustainable allocations for inclusion in the plan. This has been supported by a number of evidence base documents to support

	(new target date)			evidence of deliverability. 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 September 2018.
PRIORITY: PROMOTING AND SUPPORTING ECONOMIC GROWTH				
Actions	Target date	Reporting Officer/Group	Progress to date	Comment
Objective 3. Maximise the growth potential of the M5 junctions.				
a) Produce a concept masterplan for the J9 area.	Target date: March 2017 March 2018 June 2018 October 2018	Head of Development Services 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. Members have been updated through the J9 member reference group.
b) Work with partners to secure transport infrastructure improvements around the borough, including the all-ways Junction 10, Junction 9 and A46 improvements.	Target date: 2021 (approved business case)	Head of Development Services 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. The project is being led by Gloucestershire County Council with district council/Tewkesbury Borough input. Work continues on the project in line with project plan and will be moved to its next stage (submission of business case to government) in March 2019.

PRIORITY: PROMOTING AND SUPPORTING ECONOMIC GROWTH

Actions	Target date	Reporting Officer/Group	Progress to date	Comment
Objective 4. Deliver regeneration for Tewkesbury town.				
a) Develop a supplementary planning document for Tewkesbury Town.	Target date: April 2018 September 2018 October 2018 (revised date)	Head of Development Services 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 supplementary planning document has been produced and shared with the Partnership. The proposal is that this will be presented to Executive Committee for approval to consult with the public in October 2018.
b) Develop a programme with partners to progress Healings Mill and other key development opportunity sites to support the regeneration of Tewkesbury.	Target date: September 2017 January 2018 March 2018 September 2018 March 2019 (revised date)	Head of Development Services Lead Member for Economic Development/ Promotion	☹	Following the site not being sold last summer, discussions are now being sought with the developer, to explore what options may exist to try and bring forward an acceptable development proposal for this site. Alongside this discussions with a number of agencies are being held to seek to maximise the potential for a viable scheme to be brought forward. However this site remains very difficult due to a number of constraints and a general lack of market interest. This remain a very difficult site to progress due to the constraints and costs associated with development.
Objective 5. Promote the borough as a visitor attraction.				
a) 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 December 2018 (revised date)	Head of Development Services Lead Member for Economic Development/ Promotion	☹	The council has met with key landowners and stakeholders to assess an 'agreement in principle' to strengthen the heritage and economic offering around the battlefield. Early discussions with the University of Gloucestershire and Virtual Reality Lab in Bristol are focussing on the potential to film the re-enactment and use this as part of a website based marketing drive. The original target date has been extended to conclude this work.

b) Develop a programme to work with existing tourism attractions within the borough to promote historic heritage.	Target date: March 2019	Head of Development Services Lead Member for Economic Development/ Promotion	☺	The council is developing a programme for historic heritage bookable experiences to promote the borough and wider Cotswolds area to new markets, particularly Italy, Norway, Denmark, Sweden and Spain. The council also promotes historic heritage in a number of ways: <ul style="list-style-type: none">• Cotswold Tourism Website• Visit Tewkesbury Website• Visitor enquiries (in person / electronic / phone)• Social Media• Literature• Press visits• Group Travel Shows
c) Review the tourism resources to maximise the tourist provisions in the borough.	Target date: April 2019	Head of Development Services Lead Member for Economic Development/ Promotion	☺	Tourism service review, incorporating delivery of the Tewkesbury TIC will be brought to Executive Committee in the Autumn.

Key performance indicators for priority: Economic development

KPI no.	KPI description	Outturn 2017-18	Target 2018-19	Outturn Q1 2018-19	Outturn Q2 2018-19	Outturn Q3 2018-19	Outturn Q4 2018-19	Direction of travel	Traffic light icon	Comment	Portfolio Lead / Head of service
1	Employment rate 16-64 year olds.	74.3%		84.7%						84.7% relates to 46,100 people within the borough. This is above the national rate of 75.0% (Source ONS April 2017 – March 2018 current figures).	Leader Member Economic Development / Head of Development Services
2	Claimant unemployment	0.9%		1.1%						1.1% relates to 595 people within the borough. This rate is below the county	Leader Member Economic

	rate.									rate of 1.4% and national rate 2.2% (Source: ONS)	Development / Head of Development Services
3	Number of business births.	480 (2016 figure)								Figures are produced annually and will be available in quarter three.	Leader Member Economic Development / Head of Development Services
4	Number of business deaths	515 (2016 figure)									Leader Member Economic Development / Head of Development Services
5	Number of visitors to Tewkesbury Tourist Information Centre (TIC)	29,034	31,000	8,305				↓	☹	Figures down from 2017 due to early Easter, bad weather in April and May and Tewkesbury Abbey campsite not re-opening until mid-June.	Leader Member Economic Development / Head of Development Services
6	Number of visitors to Winchcombe Tourist Information Centre (TIC)	9,913	10,000	3,923				↓	☹	Figures down from 2017 due to early Easter, bad weather in April and May. Tickets sales reached 159 for the Winchcombe Festival totalling over £6,500 this year - which is the highest yet.	Leader Member Economic Development / Head of Development Services
7	Number of visitors entering the Growth Hub	Not measured	1000					Not available	Not available	Hub is to officially open in Autumn 2018. The target of 1000, has been agreed with LEP as part of the funding agreement.	Leader Member Economic Development / Head of Development Services

PRIORITY: GROWING AND SUPPORTING COMMUNITIES

Actions	Target date	Reporting Officer/Group	Progress to date	Comment
<p>Objective 1. Increase the supply of suitable housing across the borough to support growth and meet the needs of our communities.</p>				
<p>a) Work the partners to ensure the delivery of housing growth through the Joint Core Strategy (JCS) and undertake the required reviews to meet JCS housing shortfalls.</p>	<p>Target date: March 2019</p>	<p>Head of Development Services Lead Member for the Built Environment</p>	<p>☺</p>	<p>All three councils adopted the JCS with Cheltenham Borough Council being the final council, on 11 December 2017 Since then work has started on the review of the JCS and are working with developers to secure the delivery of a number of key sites.</p>
<p>b) Develop the Tewkesbury Borough Plan.</p>	<p>Target date: Winter 2018 Spring/ Summer 2019 (previously reported to O&S) Autumn 2019 (revised date)</p>	<p>Head of Development Services Lead Member for the Built Environment</p>	<p>☹</p>	<p>It is anticipated that Council approval for the Preferred Options Borough Plan will take place in Autumn 2018. Estimated timetable for the TBP to adoption is:</p> <ul style="list-style-type: none"> • Preferred Options Consultation- Autumn 2018 • Pre-Submission Consultation- Winter 2018/19 • Submission to Secretary of State- Spring 2019 • Examination in Public- Summer 2019 • Adoption- Autumn 2019
<p>c) Support Neighbourhood Development Plans (NDP) where communities bring them forward.</p>	<p>Target date: March 2019</p>	<p>Head of Development Services Lead Member for the Built Environment</p>	<p>☺</p>	<p>A total of 14 neighbourhood areas have now been designated across 16 parishes. The Borough Council has 5 'made' NDPs:</p> <ul style="list-style-type: none"> • Winchcombe & Sudeley • Highnam • Gotherington • Twyning • Alderton <p>The Down Hatherley, Norton and Twigworth NDP has been submitted</p>

				<p>for examination which is due to take place in August/September 2018.</p> <p>The Churchdown and Innsworth NDP is due to be submitted to the Council in July/August 2018 for its Reg 16 consultation.</p> <p>The Ashchurch Rural NDP is also progressing towards is Reg 16.</p>
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PRIORITY: GROWING AND SUPPORTING COMMUNITIES

Actions	Target date	Reporting Officer/Group	Progress to date	Comment
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Objective 1. Increase the supply of suitable housing across the borough to support growth and meet the needs of our communities.

d) Develop housing growth plans associated with the Junction 9 masterplan.	Target date: December 2019	Head of Development Services Lead Member for the Built Environment	☺	A concept masterplan looking at the development opportunities in the area is being created this will feed into the borough statutory plans including the review of the JCS.
e) With partners, explore options for the provision of modular and innovative housing to meet housing needs.	Target date: December 2018	Head of Development Services Lead Member for the Built Environment	☺	Plans are being developed with the housing team to ensure opportunities for modular housing needs are explored within the borough. A report will be presented to members in due course.

Objective 2. Maintain a five year supply of land.

a) Ensure adequate land is allocated within the JCS and Tewkesbury Borough Plan to meet housing need.	Target date: March 2019 (JCS)	Head of Development Services Lead Member for the Built Environment	☺	<p>The JCS was adopted on 11 December 2017. The JCS sets out the overall housing requirement for the Borough and sets the spatial strategy for meeting development needs.</p> <p>In 2017-18 monitoring year the council worked with developers to bring sites forward. A total of 945 homes were completed in the Borough.</p> <p>Tewkesbury Borough Council can demonstrate a 5.58 year land supply against its JCS housing requirements.</p>
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	Target date: Spring/ summer 2019 (TBP) Autumn 2019 (revised date) TBP		☹	Slight delays on the Preferred Options stage of the plan, containing housing 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 Autumn 2018.
b) Work with developers and stakeholders to deliver sustainable sites to meet housing needs.	Target date: March 2019	Head of Development Services Lead Member for the Built Environment	☺	The JCS was adopted on 11 th December 2017. The JCS sets out the overall housing requirement for the Borough and sets the spatial strategy for meeting development needs. In undertaking strategy duties with the planning authority officers are working to deliver housing needs.

PRIORITY: GROWING AND SUPPORTING COMMUNITIES

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: August 2018	Head of Development Services Lead Member for the Built Environment	✓	The 2017/18 monitoring has now been completed and the report is due to be published onto the council's website in August 2018. This report provides information on how many homes have been delivered within this year. A total of 945 new homes were delivered in the Borough in this year.
b) Work with partners, infrastructure providers and developers to progress the delivery of key sites.	Target date: March 2019	Head of Development Services Lead Member for the Built Environment	☺	A number of working groups are progressing the delivery of strategic areas within the JCS, which will in turn lead to the delivery of sites for example; J9 and J10. Planning permission was recently granted for part of South Churchdown strategic allocation. Reserved matters application has been submitted for elements of the Brockworth strategic area. A planning application exists for North West Cheltenham and pre app continues on West Cheltenham.

c) Produce a business case for improvements to the A40 at Longford, including improvements to Longford roundabout.	Target date: April 2019	Head of Development Services Lead Member for the Built Environment	☺	Appraisal summary report (ASR) is complete, design work underway, and contracts are being finalised with Atkins to complete business case work.
d) Deliver short- term access improvements to the infrastructure around the Ashchurch Housing Zone.	Target date: March 2019	Head of Development Services Lead Member for the Built Environment	☺	A bid for funding has been submitted and approved through Housing Infrastructure Fund (HIF) for a new bridge. A Short Term Access Strategy document has been considered in relation to the opportunities at J9 and shared with the J9 working group.
e) To produce a Place Development Strategy.	Target date: June 2019	Head of Development Services Lead Member for the Built Environment	☺	The Place Strategy was set out in principle in the Development Services review and work progresses with members, partners and the council to consider the effective delivery of the Place approach and the strategy for delivering it.

PRIORITY: GROWING AND SUPPORTING COMMUNITIES

Actions	Target date	Reporting Officer/Group	Progress to date	Comment
Objective 4. Deliver affordable homes to meet local need.				
a) Implement effective actions to meet the needs of homelessness legislation.	Target date: March 2019	Head of Community Services Lead Member for Health and Wellbeing	☺	A new database has been implemented to manage the new Homelessness Reduction Act legislation. This was in place by April 2018. The banding on the housing register has been changed slightly to incorporate the new statutory homeless duties; and will be re-assessed once the impact of the new legislation on local authorities is clear. The Housing Services Team have experienced higher caseloads as a result of the changes, and we have a new .5 FTE equivalent to help manage these.

				We have placed recording outcomes of applicants threatened with homelessness in > 56 days on the agenda for the next management board meeting of the Homeseeker plus partnership to capture the work undertaken with applicants who will become homeless but not in the new statutory period.
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PRIORITY: GROWING AND SUPPORTING COMMUNITIES

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

b) Achieve the council's affordable homes target by working with local housing providers.	Target date: March 2019	Head of Community Services Lead Member for the Built Environment	☺	A new target of 200 has been set for 2018/19. Based on returns from Registered Providers there have been 79 affordable properties completed in Q1 comprising of 41 Shared Ownership, 32 Affordable Rented and six Social Rented. They have been in Brockworth, Bishops Cleeve, Twynning, Longford and Wheatpieces. The total for 2017-18 was 233.
c) Work in partnership to deliver the council's housing and homeless strategy.	Target date: March 2019	Head of Community Services Lead Member for Health and Wellbeing	☺	Housing services continues to actively participate in partnerships with other local districts, other public agencies such as the Police Crime Commissioner, Glos County, and the Glos Clinical Commissioning Group for a number of housing and homeless pathways: Recent update: The Domestic abuse services, target hardening and sanctuary work have been retendered this year and aim to provide a seamless service– as part of this the district councils and the OPCC have agreed respective funding and procured a new 3 year service through Safer Partnerships for target hardening which will commence in August 2018.
d) Work with Severn Vale Housing Society, Bromford Housing Group and Merlin Housing Society in respect of their merger.	Target date: January 2019	Head of Community Services Lead Member for Health and Wellbeing	☺	The Merger between Severn Vale Housing Society (SVHS) and the Bromford/Merlin partnership is anticipated to take place in January 2019. Tewkesbury Borough Council's Housing Services Manager attends the Severn Vale Senate Group to work with tenant representatives and the SVHS Senate working group regarding the merger.

e) Develop a programme to work with landlords to ensure residents have a supply of rented properties to meet their needs.	Target date: March 2019	Head of Community Services Lead Member for Health and Wellbeing	😊	We have recruited an additional 0.5 post within Housing Services to assist in developing a private rented scheme for those in housing need.
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Key performance indicators for priority: Growing and supporting communities

KPI no.	KPI description	Outturn 2017-18	Target 2018-19	Outturn Q1 2018-19	Outturn Q2 2018-19	Outturn Q3 2018-19	Outturn Q4 2018-19	Direction of travel	Traffic light icon	Comment	Portfolio Lead / Head of service
8	Total number of homeless applications presented	107		151						As a result of new legislation all presentations are assessed to establish if households are within 56 days of homelessness – if they are a homeless duty is accepted. The number of applications for Q1 therefore exceeded last year's outturn.	Lead Member Health and Wellbeing/ Head of Community Services
9	Total number of homeless applications accepted	61		75						Following the changes in legislation a statutory homeless duty is accepted to all applicants likely to be homeless within 56 days. There are three distinct duties (Q1	Lead Member Health and Wellbeing/ Head of Community Services

										figure in brackets):	
										<ul style="list-style-type: none"> Prevention duty which lasts 56 days (44) Relief duty for homeless households which lasts 56 days (29) Full statutory homeless duty, this is similar to the old duty (2) 	

Key performance indicators for priority: Growing and supporting communities

KPI no.	KPI description	Outturn 2017-2018	Target 2018-19	Outturn Q1 2018-19	Outturn Q2 2018-19	Outturn Q3 2018-19	Outturn Q4 2018-19	Direction of travel	Traffic light icon	Comment	Portfolio Lead / Head of service
10	Total number of active applications on the housing register	1939 1012-1 bed 614- 2 bed 227-3 bed 71 – 4 bed 14 – 5 bed 1 - 6 bed		2074 1069 – 1 bed 647 – 2 bed 258 – 3 bed 78 – 4 bed 20 – 5 bed 2 – 6 bed						The breakdown of bands is: Gold – 106 Silver – 578 Bronze – 1350 Emergency - 40 The numbers registered with Choice Based Lettings have risen slightly on last quarter.	Lead Member Health and Wellbeing/ Head of Community Services
11	Total number of homeless prevention, relief and legacy prevention cases	227		33						Following new legislation – any resolved housing crises during the new homeless prevention or relief duties have been reported – as well as the	Lead Member Health and Wellbeing/ Head of Community Services

										prevention of homelessness on legacy cases taken on before 1 st April 2018. We are hoping to add the work we undertake with the households who will become homeless but in > 56 days to demonstrate the success of early intervention	
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Key performance indicators for priority: Growing and supporting communities

KPI no.	KPI description	Outturn 2017-2018	Target 2018-19	Outturn Q1 2018-19	Outturn Q2 2018-19	Outturn Q3 2018-19	Outturn Q4 2018-19	Direction of travel	Traffic light icon	Comment	Portfolio Lead / Head of service
12	Percentage of 'major' applications determined within 13 weeks or alternative period agreed with the applicant.	89.58%	85%	100%				↑	😊	Continued excellent performance following on from last years out-turn During this period a total of 7 'major' applications have been determined. Please note 85% target is a local target the national target is 65%.	Lead Member Built Environment/ Head of Development Services
13	Percentage of 'minor' applications determined within 8 weeks or alternative period agreed with the	78.42%	80%	79.25%				↑	😐	Continued improvement following last years improved out-turn for minor applications. During this period a total of 53 'minor'	Lead Member Built Environment/ Head of Development Services

	applicant.									<p>applications have been determined of which 42 were determined within 8 weeks or the agreed timescale with the applicant.</p> <p>Please note 80% target is a local target the national target is 75%.</p>	
14	Percentage of 'other' applications determined within 8 weeks or alternative period agreed with the applicant.	91.32%	90%	89.63%				↓	☹	<p>Consistently excellent performance, albeit very slightly below target. It is expected that target will be exceed by year end.</p> <p>During this period a total of 135 'other' applications have been determined of which 121 were determined within 8 weeks or the agreed timescale with the applicant.</p> <p>Please note 90% target is a local target the national target is 85%.</p>	Lead Member Built Environment/ Head of Development Services

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 Development Services action plan to create an efficient, effective and economical service.	Target date: December 2019	Head of Development Services Lead Member for the Built Environment	☺	Development Services action plan implementation is underway with posts recruited and structural changes made. Business Transformation Manager appointed and Technical Planning Manager.
b) Deliver improvements through the review of Community Services to create an efficient, effective and economical service.	Target date: December 2018.	Head of Community Services Lead Member for the Clean and Green Environment	☺	The Community Services Review was approved by the Executive Committee 11 July 2018 and by Council 24 July. Consultation with staff and trades Union is ongoing until 10 August and implementation of the new structure will commence on or around 1 September.
c) Implement the One Legal business review and associated case management system replacement.	Target date: March 2019	Head of One Legal Lead member for the Corporate Governance	☺	Implementation of a new case management system is a key aspect of the business case. No supplier met the necessary requirements in the first round of procurement. Other possible suppliers have been identified and assessments are currently being undertaken. The delay does not adversely impact on the business case as a whole.
d) To continue to proactively enforce against enviro-crimes including fly-tipping and dog fouling in accordance with the	Target date: March 2019	Head of Community Services Lead Member for the Clean	☺	A robust approach continues to be taken with regards to Enviro-Crime. Two fly tipping cases have been referred for prosecution. The Public Space Protection Order relating to Dog Fouling is now fully in place across the Borough. A communication strategy is currently being put together to publicise this. This will involve corporate communications

action plan.		and Green Environment		<p>and engaging with dog walkers at known hotspots across the Borough. There are a significant number of dog fouling signs across the Borough which refer to the previous dog fouling legislation. These are out of date and a strategy is being put in place to update these signs.</p> <p>It was agreed at Overview and Scrutiny Committee on 12 June that a range of metrics be developed for reporting on enviro crime's. These metrics will be reported to the Overview and Scrutiny Committee on a six monthly basis with a consolidated annual report being produced in June each year. This report would reflect back on the successes and progress of the previous year as well as reporting back on the various metrics. The initial 6 monthly report will be produced in January 2019.</p>
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PRIORITY: CUSTOMER FOCUSED SERVICES

Actions	Target date	Reporting Line	Progress to date	Comment
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Objective 2. Further expansion of the Public Services Centre

a) Deliver the Public Services Centre refurbishment project.	Target date: March 2018 June 2018 August 2018 (reported to O&S 20 March)	Head of Finance & Asset Management Lead Member for Finance and Asset Management	☺	Majority of first phase, ground floor construction works completed on time – 15 June. Exceptions to this were the installation of a new reception desk and the completion of works to the entrance as a result of the discovery of asbestos. The balance of construction works are scheduled to be completed by the 20 th August when the contractor will hand back possession of remaining areas to the Council. The weeks after this will see installation of AV equipment, signage and furniture as well as the final movement of services.
b) Seek tenants for the remainder of the top floor and other spaces.	Target date: March 2018 December 2018 (revised date)	Head of Finance & Asset Management Lead Member for Finance and Asset Management	☺	<p>Remaining two zones of top floor have now been let. Zone two has been occupied from 1 July with the final zone being occupied in September.</p> <p>Discussions with existing tenants ongoing as to expanding their tenanted areas on the ground floor.</p>

c) Develop a programme to create partnerships within Public Service Centre.	Target date: March 2019	Deputy Chief Executive Lead Member for Finance and Asset Management		The Public Service Centre has seen the development of partnership working across various agencies which ultimately benefits our residents. A programme is to be developed to enhance these partnerships and identify any new opportunities that may arise.
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PRIORITY: CUSTOMER FOCUSED SERVICES

Actions	Target date	Reporting Line	Progress to date	Comment
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Objective 3. To improve customer access to our services and service delivery through digital methods.

a) Explore options to provide online public access to interactive planning policy information maps.	Target date: March 2019	Head of Development Services Lead Member for the Built Environment	☺	Action plan and programme is being presented to Programme Board in relation to providing an interactive planning map for policy designations in the borough.
b) Introduce the option for paperless billing for council tax and business rates.	Target date: February 2019	Head of Corporate Services Lead Member for Customer Focus		Paperless billing will be offered to those residents who wish to engage in this manner. The project will commence in the latter part of quarter two. The key milestone will be to have a paperless billing system in place for the main 2019/20 billing run.
c) Explore options and deliver a corporate-wide customer relationship management (CRM) system.	Target date: March 2019	Head of Corporate Services Lead Member for Customer Focus	☺	A CRM provides a corporate platform that will bring a number of advantages as to how the council interacts with our customer base. For example it would provide a single view of the customer to see all transactions across all channels. It would also give the ability for customers to track service requests. This is a significant corporate project and exploratory work is taking place to understand the impact on services and potential costs. The target date relates to the development of a business case.

d) Investigate digital methods to improve customer engagement.	Target date: March 2019	Head of Corporate Services Lead Member for Customer Focus	😊	The development of a new building control website is nearly complete and will provide the opportunity for the building control service to improve customer engagement. Other specific projects will be developed in line with the Customer Care Strategy that was reported to O&S committee in May 2018. These include the potential to use tools such as webchat and Skype and continued development of on line forms and website improvements such as ways to capture customer satisfaction.
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Key performance indicators for priority: Customer focused services

KPI no.	KPI description	Outturn 2017-18	Target 2018-19	Outturn Q1 2018-19	Outturn Q2 2018-19	Outturn Q3 2018-19	Outturn Q4 2018-19	Direction of travel	Traffic light icon	Comment	Portfolio Lead / Head of service										
15	Total enquiries logged by the Area Information Centre (AIC).	908		201						<p style="text-align: right;">Q1</p> <table border="0" style="width: 100%;"> <tr> <td>Bishops Cleeve</td> <td style="text-align: right;">13</td> </tr> <tr> <td>Brockworth</td> <td style="text-align: right;">62</td> </tr> <tr> <td>Churchdown</td> <td style="text-align: right;">66</td> </tr> <tr> <td>Winchcombe</td> <td style="text-align: right;">60</td> </tr> <tr> <td style="border-top: 1px solid black;">Total:</td> <td style="text-align: right; border-top: 1px solid black;">201</td> </tr> </table>	Bishops Cleeve	13	Brockworth	62	Churchdown	66	Winchcombe	60	Total:	201	Lead Member Customer Focus/ Head of Corporate Services
Bishops Cleeve	13																				
Brockworth	62																				
Churchdown	66																				
Winchcombe	60																				
Total:	201																				
16	Total number of people assisted within the borough by Citizens Advice Bureau (CAB).	1521		421						<p>858 issues raised compared to 635 for the same period last year Q1). With 73% being about:</p> <table border="0" style="width: 100%;"> <tr> <td>Benefits</td> <td style="text-align: right;">31%</td> </tr> <tr> <td>Debt</td> <td style="text-align: right;">22%</td> </tr> <tr> <td>Employment</td> <td style="text-align: right;">11%</td> </tr> <tr> <td>Relationships</td> <td style="text-align: right;">11%</td> </tr> <tr> <td>Housing</td> <td style="text-align: right;">8%</td> </tr> </table> <p>Of the 421 clients seen (858 issues) this quarter the heaviest demand was in Brockworth at 60 (14.3%).</p> <p>The following five wards represent 192 (46%) of all</p>	Benefits	31%	Debt	22%	Employment	11%	Relationships	11%	Housing	8%	Lead Member Economic Development/Promotion / Head of Development Services
Benefits	31%																				
Debt	22%																				
Employment	11%																				
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										clients seen: Brockworth 60 Coombe Hill 34 Tewkesbury Priors Park 34 Cleeve St Michael 33 Churchdown St Johns 31	
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Key performance indicators for priority: Customer focused services

KPI no.	KPI description	Outturn 2017-18	Target 2018-19	Outturn Q1 2018-19	Outturn Q2 2018-19	Outturn Q3 2018-19	Outturn Q4 2018-19	Direction of travel	Traffic light icon	Comment	Portfolio Lead / Head of service
17	Financial gain to clients resulting from CAB advice	£281,178		£61,580						During the quarter, clients have benefitted from £61,580 of financial gains	Lead Member Economic Development/ Promotion / Head of Development Services
18	Number of reported enviro crimes	967	1000	293				↑	☹️	<p>Enviro-Crime figures for Q1:</p> <ul style="list-style-type: none"> fly tips- 128 (133) littering- 3 (4) dog fouling- 13 (51) abandoned vehicles- 64 (35) noise- 85 (34) <p>Total for Q1 – 293 (353) (Figures in Brackets quarter 4 2017/18)</p> <p>There has been a distinct increase in the number of abandoned vehicles and noise complaints compared to quarter 4 2017/18. In terms of the number of noise complaints this is thought to be due to the time of year. Further analysis will</p>	Lead Member Clean and Green Environment/ Head of Community Services

be carried out to determine the increase of abandoned vehicles.

Key performance indicators for priority: Customer focused services

KPI no.	KPI description	Outturn 2017-18	Target 2018-19	Outturn Q1 2018-19	Outturn Q2 2018-19	Outturn Q3 2018-19	Outturn Q4 201-19	Direction of travel	Traffic light icon	Comment	Portfolio Lead / Head of service
19	Community groups assisted with funding advice	153		32						<p>Since July 2015 community groups have been supported by the borough to receive £1,201,498 in grants from external funders.</p> <p>In Q1 the council supported groups to raise £60,467 in external grants.</p>	Lead Member Economic Development/Promotion / Head of Development Services
20	Benefits caseload: a) Housing Benefit b) Council Tax Support	3,812 4,368		3,600 4,305						<p>The Housing Benefit caseload continues to fall following the roll-out of Universal Credit in the Borough.</p> <p>The Council Tax Reduction caseload is also falling, but at a steadier pace.</p>	Lead Member Finance and Asset Management/ Head of Corporate Services
21	Average number of days to process new benefit claims	14	15	21				↓	☹	<p>Performance is below target at 21 days, but remains marginally better than the national average of 22 days. The target of 15 days was met in May 2018, but performance in April and June has adversely impacted on the overall performance for this quarter.</p> <p>New performance</p>	Lead Member Finance and Asset Management/ Head of Corporate Services

										measures are being put in place to help achieve target in Quarter 2.	
										Challenges we face include increasing workload, particularly providing services in support of DWP claimants' transition from legacy benefits to Universal Credit.	

Key performance indicators for priority: Customer focused services

KPI no.	KPI description	Outturn 2017-18	Target 2018-19	Outturn Q1 2018-19	Outturn Q2 2018-19	Outturn Q3 2018-19	Outturn Q4 2018-19	Direction of travel	Traffic light icon	Comment	Portfolio Lead / Head of service
22	Average number of days to process change in circumstances	4	4	5				↓	☹️	Performance in Q1 was just over target at 5 days against the national average of 4 days.	Lead Member Finance and Asset Management/ Head of Corporate Service
23	Percentage of council tax collected	98%	98.3%	29.8%				↔	☹️	Performance for Q1 is just under the quarterly target of 30%.	Lead Member Finance and Asset Management/ Head of Corporate Services
24	Percentage of NNDR collected	98.56%	98.5%	33.7%				↑	😊	NNDR (Business Rates) collection is above target at the end of Q1.	Lead Member Finance and Asset Management/ Head of Corporate Services

Key performance indicators for priority: Customer focused services

KPI no.	KPI description	Outturn 2017-18	Target 2018-19	Outturn Q1 2018-19	Outturn Q2 2018-19	Outturn Q3 2018-19	Outturn Q4 2018-19	Direction of travel	Traffic light icon	Comment	Portfolio Lead / Head of service
25	Number of anti-social behaviour incidents	2128		498				↑		Over a rolling 12 month period there has been a decrease in incidents of 9.3%	Lead Member Community/ Head of Community Services
26	Number of overall crime incidents	3314		906				↓		Over a 12 month rolling period there has been an increase of 6.85%	Lead Member Community/ Head of Community Services
27	Average number of sick days per full time equivalent	10.5	7.0	2.4				↑	☹️	<p>Total sick days to Qtr 1 = 418.6 (228). Comprising long term 222 (67) and short term 196.6 (161) – previous year’s figures for the corresponding quarter in brackets.</p> <p>Long term sickness equates to 1.27 days in the quarter and short term 1.13 days.</p> <p>The full year outturn on current trends = 9.61 days (10.53 days in 2017/18).</p> <p>The latest available figures regarding sickness absence across local government have recently been published in Local Government Workforce Survey for 2016/7 (published June 2018). Councils reported 8.9 days per fte lost in 2016/17 (8.2 for Shire districts)</p>	Lead Member Organisational Development/ Head of Corporate Services

Key performance indicators for priority: Customer focused services

KPI no.	KPI description	Outturn 2017-18	Target 2018-19	Outturn Q1 2018-19	Outturn Q2 2018-19	Outturn Q3 2018-19	Outturn Q4 2018-19	Direction of travel	Traffic light icon	Comment	Portfolio Lead / Head of service
28	Percentage of waste recycled or composted	54.55%	52%	56.53%				↑	☺	A good start to the year with an increase in tonnages for garden waste therefore providing a boost to the % recycled. The food waste tonnage is virtually identical the Q1 last year and the recycling (blue bin) is very similar. A slight increase in waste to landfill by approx. 100 tonnes this year has dropped the overall performance slightly, compared to 2017/18 but nonetheless a good start to the year. Some small charity tonnages still to come in so this may change on the Q2 submission.	Lead Member Clean and Green Environment/ Head of Community Services
29	Residual household waste collected per property in kgs	380kg	430kg	100kg				↔	☺	Waste to landfill has increased slightly. Not significantly, but difficult to attribute it to one particular reason. A residual waste compositional analysis is taking place this year which will identify recyclables in the refuse bin providing a target of materials to put together a communication campaign once the results are	Lead Member Clean and Green Environment/ Head of Community Services

released.

Key performance indicators for priority: Customer focused services

KPI no.	KPI description	Outturn 2017-18	Target 2018-19	Outturn Q1 2018-19	Outturn Q2 2018-19	Outturn Q3 2018-19	Outturn Q4 2018-19	Direction of travel	Traffic light icon	Comment	Portfolio Lead / Head of service
30	Food establishments hygiene ratings	4.83%	5% With a food hygiene rating Under three	4%				↑	☺	There are 699 (629) food hygiene rated premises. Of these 28 (29) are below a food hygiene rating of three meaning improvement is necessary. () – quarter 4 last year.	Lead Member Clean and Green Environment/ Head of Community Services
31	Percentage of Freedom of information requests answered on time	87%	80%	83%				↓	☺	Total number of FOI's received in Q1 was 126. 105 of these were answered within the 20 working days deadline. 21 were not answered on time. The overall total is an increase compared to Q1 2017/18 where we had received 70.	Lead Member Organisational Development/ Head of Corporate Services
32	Percentage of formal complaints answered on time	91%	90%	89%				↓	☺	Q1 saw a total of 73 formal complaints of which 65 were answered within the 20 working days deadline. One complaint is awaiting a response following an agreed extension of time.	Lead Member Organisational Development/ Head of Corporate Services